

**UNIVERSITY OF EXETER  
DELEGATION FRAMEWORK**

2025-26

January 2026

# UNIVERSITY OF EXETER DELEGATION FRAMEWORK

## Contents

<b>Delegation Framework Overview</b> .....	<b>3</b>
<b>Key decision-making bodies of the University</b> .....	<b>3</b>
<b>The Council</b> .....	<b>4</b>
The Powers of Council .....	4
The Council Scheme of Delegation .....	6
Statement of Primary Responsibilities of the Council .....	7
The Committees of Council .....	9
<b>The Senate</b> .....	<b>14</b>
Senate Committees .....	14
The Powers of Senate .....	14
Delegation of Senate Authorities .....	15
The Committees of Senate .....	20
<b>The University Executive Board</b> .....	<b>25</b>
Terms of Reference .....	25
The Committees of the University Executive Board .....	27
<b>Business Case - Assurance, Endorsement &amp; Approval Routes</b> .....	<b>36</b>
Capital Management Group (CMG) .....	36
Project Tardis Monitoring Group .....	37
Digital and IT Strategic Delivery Group .....	37
<b>Responsible Bodies and Individuals</b> .....	<b>40</b>
<b>Schedule of Delegations of Authority to Enter into Contracts</b> .....	<b>51</b>
<b>Partnership Principles</b> .....	<b>57</b>

## Delegation Framework Overview

This delegation framework sets out the location of authority within the University of Exeter for decisions made in the University’s name and on its behalf. The delegation framework provides a high-level overview of the governance arrangements for Council, Senate and the University Executive Board (UEB) and their sub-groups in order to provide clarity surrounding the responsible bodies, group or individuals for a range of key University decisions and delegations.

Within the Framework, lines of delegation are either through the line management hierarchy or operate through functional relationships where there is a senior leader with executive or management responsibility for a strategic area.

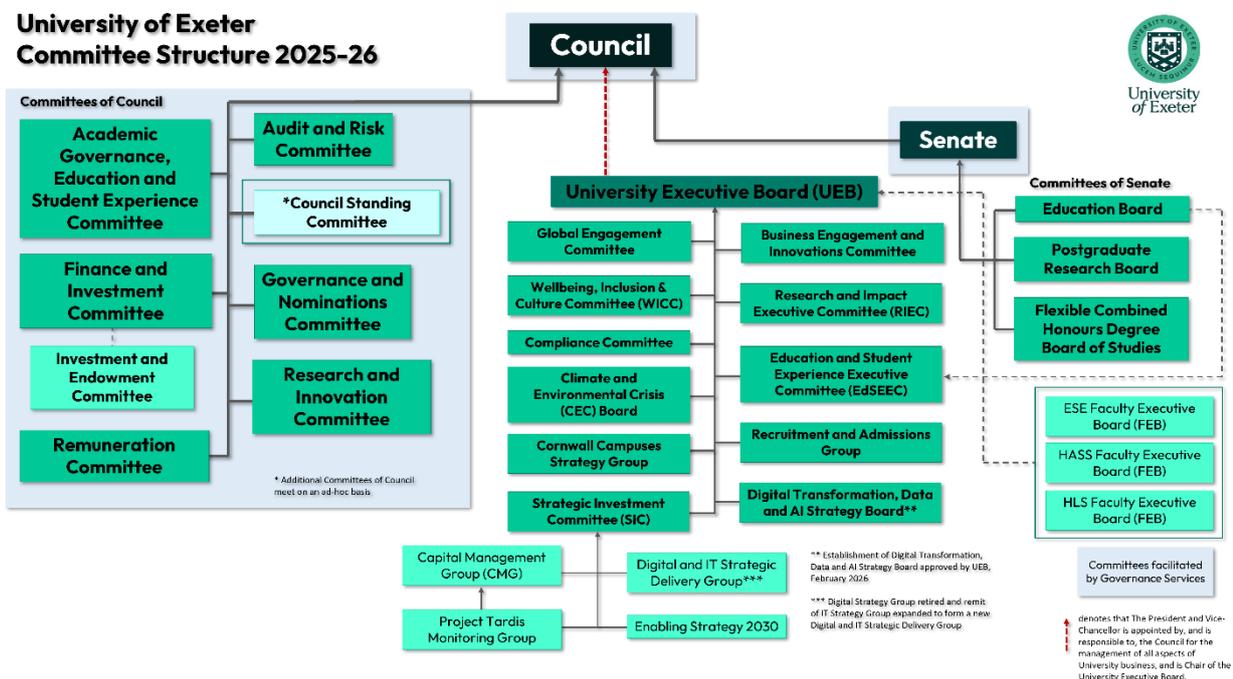
In the event of any inconsistency between this Delegation Framework and the University’s principal governing documents, the provision of the Charter, Statutes or other Ordinances shall take precedence.

The Delegation Framework is reviewed at regular intervals and an updated version is presented to UEB and Council for approval on an annual basis to ensure relevant governance and organisational changes are reflected within the document.

## Key decision-making bodies of the University

The University’s primary formal decision-making bodies are UEB, Senate and Council.

A visual diagram outlining the reporting relationships of these bodies is detailed below:



An overview of the role and responsibilities of UEB, Senate and Council and its committees have been detailed in this delegation framework and links to the full Terms of Reference have also been provided.

## The Council

The Council is the University's supreme governing authority and its powers are detailed in Section 10 of the [University Statutes](#).

The Council delegates executive management authority to the President and Vice-Chancellor.

The [University Statutes](#) (section 10 (21)) set out the areas that cannot be delegated by Council. The Office for Students Regulatory Framework sets out particular areas of responsibility for governing bodies.

## The Powers of Council

Save as otherwise provided by the Charter and Statutes, the Council shall exercise all the powers and authority of the University, which shall include without limitation the following:

1. To appoint the Chancellor, Pro-Chancellors, Vice-Chancellor, Deputy Vice-Chancellors, Deans for Students and Postgraduate Research, Registrar and Secretary as provided in the Statutes; and subject in each case to the consideration of such report or recommendation as is provided in the Statutes in regard thereto.
2. To appoint and appraise all members of Staff of the University, or to delegate responsibility for the same.
3. To suspend or remove all members of Staff of the University (such powers being delegated in accordance with Statute 18 and Ordinances made under that Section.)
4. To confer the title of Emeritus Professor subject to conditions prescribed in the Ordinances.
5. To make Statutes provided that the decision to do so has been approved by a two-thirds majority of the members present and voting and that no Statute shall be made without the Senate having an opportunity of reporting thereon to the Council.
6. Subject to the Charter and the Statutes, to make Ordinances for any matters in respect of which Ordinances are authorised to be made provided that no Ordinance shall be made without the Senate having an opportunity of reporting thereon to the Council.
7. To govern, manage and regulate the finances, accounts, investments, property, business and all affairs whatsoever of the University and for that purpose to appoint bankers and any other officers or agents whom it may deem expedient to appoint.
8. To invest any moneys belonging to the University including any unapplied income in such stocks, funds, fully paid shares or securities as the Council shall from time to time think fit whether authorised by the general law for the investment of trust moneys or not and whether within the United Kingdom of Great Britain and Northern Ireland or not (subject to the Charter) in the purchase of freehold or leasehold hereditaments in the United Kingdom including chief rents and ground rents with the like power of varying such investments from time to time provided that the Council may in its discretion retain as long as it shall think fit any investment given or bequeathed to the University although not coming within the description of investments authorised as aforesaid.

9. To sell, buy, exchange, lease and accept leases of real and personal property on behalf of the University.
10. To provide buildings, premises, furniture and apparatus and other means needed for carrying on the work of the University.
11. To borrow money on behalf of the University and for that purpose if the Council think fit to mortgage all or any part of the property of the University whether real or personal unless the conditions of any Will, Deed of Gift or other similar instrument are thereby contravened or give such other security whether upon real or personal property or otherwise as the Council think fit.
12. To enter into, vary, carry out and cancel contracts on behalf of the University.
13. To authorise the initiation of legal proceedings or defend or compromise legal proceedings in the name of and on behalf of the University.
14. To review the instruction and teaching of the University.
15. To promote and to make provision for research within the University and to require reports from time to time on such research.
16. To review, amend or refer-back any act of the Senate required under these Statutes to be reported to the Council.
17. To refer to the Senate the names of persons proposed as recipients of honorary degrees and to approve or disapprove the names of persons proposed by the Senate as recipients of such degrees provided that no person shall be admitted by the University to an honorary degree whose name has not been approved for that purpose both by the Council and by the Senate.
18. To revoke Honorary Degrees on the recommendation of Senate.
19. To have the sole custody and use of the Seal.
20. To delegate all or any of its functions, powers and duties to any person or body subject to Statute Section 10 (21).
21. The Council shall not delegate responsibility for:
  - (a) appointing the Vice-Chancellor
  - (b) the variation, amendment or revocation of the Charter or Statutes;
  - (c) the approval of the University's annual audited accounts;
  - (d) appointing the Auditors of the University
  - (e) making or amending Ordinances;
  - (f) approving the annual budget

## The Council Scheme of Delegation

Council delegates to the President and Vice-Chancellor the everyday operations of the University and its activities - encompassing the academic, corporate, financial, estate and human resources management. The following (a- f) are specifically **not** included in such delegations as set out under Statute 10 - The Powers of Council:

- a) appointing the Vice-Chancellor
- b) the variation, amendment or revocation of the Charter or Statutes;
- c) the approval of the University's annual audited accounts;
- d) appointing the Auditors of the University;
- e) making or amending Ordinances;
- f) approving the annual budget.

Within this scheme of delegation, any decision in the following areas requires the approval of Council (or one of its committees and then reported to Council):

- i. the University's vision and strategic plans;
- ii. capital and revenue annual budgets and financial plans;
- iii. widening access and participation plans;
- iv. all capital projects in excess of £5m or a series of linked projects in aggregate exceeding £5m;
- v. the establishment of subsidiaries, new offices, campuses or similar;
- vi. investments in associate companies or companies where the University holds a minority stake above £500,000.
- vii. investment policy and investment advisors;
- viii. banking arrangements;
- ix. borrowings and overdraft facilities (allowing the CFO to utilise all such facilities once approved by Council according to any conditions set by Council, in the ordinary course of business);
- x. providing loans and/or guarantees to third parties outside the Group (including The Guild of Students and Falmouth and Exeter Students' Union);
- xi. risk management policy
- xii. leases of property - where total rental (including service charges) on the period of lease exceeds £500,000 or the term is longer than 5 years
- xiii. litigation - commencement or settlement of litigation other than in the ordinary course of business for Human Resources or where the settlement is less than £250,000
- xiv. any unusual arrangement
- xv. pensions

### Council delegates to the Remuneration Committee

- a) Development of an overall remuneration strategy and policy to cover the remuneration, benefits and conditions of employment of the senior officers of the University;
- b) Reviewing and determining the remuneration, benefits and conditions of employment of the members of the University Executive Board determined by the Council of the University taking account of comparative information on the remuneration benefits and conditions of employment in the University sector and elsewhere as appropriate;
- c) Approving any severance terms for members of the University Executive Board on the termination of their employment;

- d) Promoting the University's responsibilities for equality and diversity by ensuring that relevant issues are given full consideration in all matters relating to the remuneration of all staff falling within the remit of the Committee;
- e) Providing Council with an annual report which is transparent and meets the requirements of good governance.

#### Council delegates to the Governance and Nominations Committee

- a) Making recommendations to Council for:
  - i. the nomination of the Chancellor;
  - ii. the nomination of the Pro-Chancellors under Class I of Council membership;
  - iii. the nomination of the Chair of Council;
  - iv. nominations for the places under Class II of Council membership;
  - v. nominations to Council sub-committees, ad hoc groups and joint committees with Senate;
  - vi. the establishment and disbanding of Council sub-committees
  - vii. nominations to Trusts associated with the University.
- b) Reviewing criteria for appointments from time to time, having regard to Council policy.
- c) Promoting equality and diversity through its selection of nominations to Council.

#### Council delegates to the Audit and Risk Committee

- a) To assure the effectiveness of the University's financial controls;
- b) To assure the effectiveness of the University's risk management, control and governance arrangements;
- c) To oversee and assure the effectiveness of the University's internal audit service and arrangements;
- d) To oversee and assure the effectiveness of the University's external audit service and arrangements;
- e) To assure the quality of data submitted to HESA, OfS and other external regulatory and associated bodies.

### **Statement of Primary Responsibilities of the Council**

The Governing Body is unambiguously and collectively responsible for overseeing the institution's activities, determining its future direction and fostering an environment in which the institutional mission is achieved and the potential of all learners is maximised.

The Council has adopted the [Committee of University Chairs \(CUC\) Code of Governance](#). In line with this code, Council has agreed a [Statement of Primary Responsibilities](#) which was last approved by Council on 23 October 2025.

1. To set and agree the mission, strategic vision and values of the institution with the Executive.
2. To agree long-term academic and business plans and key performance indicators and ensure that these meet the interests of stakeholders, especially staff, students and alumni.
3. To ensure that processes are in place to monitor and evaluate the performance and effectiveness of the institution against the strategy, plans and approved key performance indicators, which should be, where possible and appropriate, benchmarked against other comparable institutions.
4. To delegate authority to the President and Vice-Chancellor for the academic, corporate, financial, estate and human resource management of the institution, and to establish and

- keep under regular review the policies, procedures and limits within such management functions as shall be undertaken by and under the authority of the President and Vice-Chancellor.
5. To ensure the establishment and monitoring of systems of control and accountability, including financial and operational controls, risk assessment, value for money arrangements and procedures for handling internal grievances and managing conflicts of interest.
  6. To establish processes to monitor and evaluate the performance and effectiveness of the governing body itself.
  7. To conduct its business in accordance with best practice in HE corporate governance and with the principles of public life drawn up by the Committee on Standards in Public Life.
  8. To safeguard the good name and values of the institution.
  9. To appoint the President Vice-Chancellor as Chief Executive and to put in place suitable arrangements for monitoring their performance.
  10. To appoint a Secretary to the governing body and to ensure that, if the person appointed has managerial responsibilities in the institution, there is an appropriate separation in the lines of accountability.
  11. To be the employing authority for all staff in the institution and to be accountable for ensuring that an appropriate human resources strategy is established.
  12. To be the principal financial and business authority of the institution, to ensure that proper books of account are kept, to approve the annual budget and financial statements, and to have overall accountability for the institution's assets, property and estate.
  13. To be the institution's legal authority and, as such, to ensure systems are in place for meeting all the institution's legal obligations, including those arising from contracts and other legal commitments made in the institution's name. This includes accountability for health, safety and security and for equality, diversity and inclusion.
  14. To receive assurance that adequate provision has been made for the general welfare of students.
  15. To act as trustee for any property, legacy, endowment, bequest or gift in support of the work and welfare of the institution.
  16. To ensure that the institution's constitution is always followed, and that appropriate advice is available to enable this to happen.
  17. To promote a culture which supports inclusivity and diversity across the institution.
  18. To maintain and protect the principles of academic freedom and freedom of speech legislation.
  19. To ensure that all students and staff have opportunities to engage with the governance and management of the institution
  20. To maintain effective processes with Senate and the Academic Governance, Education and Student Experience Committee in order to receive and test assurances that academic governance is adequate and effective.

## The Committees of Council

The following Committees report to Council and the full Terms of Reference can be located at the links below:

- [Academic Governance, Education and Student Experience](#)
- [Audit and Risk Committee](#)
- [Council Standing Committee](#)
- [Finance and Investment Committee](#)
- [Governance and Nominations Committee](#)
- [Research and Innovation](#)
- [Remuneration Committee](#)

An overview of the primary purpose, duties and authority of the committees is detailed below for ease of reference:

### Academic Governance, Education and Student Experience Committee

The primary purpose of the Academic Governance, Education and Student Experience Committee is, via the early review and discussion of papers prepared for Council, to:

- Provide independent oversight, scrutiny and assurance of the maintenance and continuous enhancement of academic quality and standards in relation to the University's educational provision, including student outcomes and student experience.
- Provide assurance to Council that academic governance is working effectively to maintain academic standards for education and high-quality student experience.
- To fulfil the responsibility of section 2.5 of the CUC Higher Education Code of Governance and support Council in 'actively seeking and receiving assurance' that 'academic governance is robust and effective'.

### Audit and Risk Committee

In these terms of reference, "University" shall be taken to refer to the whole University group, or activities, including subsidiaries and joint ventures.

#### Constitution

Council has established a Committee (of Council) known as the Audit and Risk Committee, whose authority and duties are set out below.

#### Authority

The Committee is authorised by Council, as the University's supreme governing body, to investigate any activity within its Terms of Reference. It is authorised to seek any information it requires from any employee and all employees are directed to co-operate with any request made by the Committee.

The Committee is authorised by Council to obtain outside legal or other independent professional advice and to secure the attendance of non-members with relevant experience and expertise if it considers this necessary, normally in consultation with the President and Vice-Chancellor and/or Chair of Council.

The Committee will also confirm with the internal and external auditors that the effectiveness of the internal control system has been reviewed, and provide an opinion on this in its annual report to Council. Council will review the annual report and the efficacy of Audit and Risk Committee.

### Duties

The Audit and Risk Committee shall have the following primary duties:

- a) To seek assurance that the University's activities deliver value for money to the institution, its students, staff and stakeholders and that there is a strong focus on economy, efficiency and effectiveness.
- b) To review and monitor the underlying culture of the University, especially with regard to matters of ethical practice and standards, legal compliance and the promotion of continuous improvement.
- c) To promote the work of internal and external audit across the University.
- d) To ensure that the work of the University's auditors adds value and supports the delivery of the institution's core strategic objectives.
- e) To protect the University's assets by assuring the adequacy of financial control, including:
  - To review the effectiveness of financial and associated control- systems.
  - To ensure that all significant losses have been properly investigated and that the internal and external auditors and the Office for Students have been informed, where appropriate.
  - To oversee the University's policy on fraud and irregularity, including being notified of any action being taken under that policy.
  - To monitor annually, or more frequently if necessary, the implementation of approved recommendations relating to both internal and external audit financial reports and management letters.
  - To review the audit aspects of the draft annual financial statements of the University. These aspects will include the external audit opinion, the statement of members' responsibilities, the statement of internal control and any relevant issue raised in the external auditors' management letter (and will include the Office for Students' Accounts Direction). The Committee will also, where appropriate, receive advice on the appropriateness of the accounting practices and policies.
  - To review and endorse the near final version of the financial statements and annual report in joint session with Finance and Investment Committee prior to approval by Council.
- f) To gain assurance that there is a robust culture of risk assessment and management, including:
  - Assessing the adequacy and effectiveness of the risk management arrangements in place across the University, including the role of the University Executive Board as the body responsible to Council for the effective management and monitoring of risk.
  - To receive, 3 times per year, reports on the University's significant risks on the

- University Corporate Risk Register.
- Seek assurance that risks are being scored adequately and are being managed effectively.
  - With invited risk owners, carry out in-depth reviews of risks which carry a higher risk score to seek assurance on the management and control of the University's significant risks.
  - To receive regular reports from the internal and external auditors on key sector risks, including emerging risks, and assess how the University is addressing or seeking to address them.
  - To provide assurance to Council that risks are being managed effectively and that risk management processes remain robust and aligned to the audit plan.
- g) To assure there is effective corporate governance and regulatory compliance underpinned by mechanisms of accountability, including:
- reviewing and evaluating compliance with policies, plans, procedures, laws and regulations, including the expectations of the Office for Students (as the higher education regulator) and the relevant professional, statutory and regulatory bodies.
  - ensuring that governance and regulatory compliance is a point of annual focus within the internal audit plan.
- h) To assure the quality and management of data provided to external regulatory and associated bodies, and also the adequacy of management information made available to the Audit and Risk Committee to fulfil its duties.
- i) To oversee and manage the work of the internal and external audit functions), including assuring that there is a clear understanding and visibility of the role of the audit functions across the University and effective engagement with the audit process within services and colleges that is owned and promoted by the senior management team.
- j) To monitor the Public Interest Disclosure Procedure ('whistle blowing') to ensure appropriate investigation of all matters reported under the policy, including those regarding accounting and auditing;

### **Council Standing Committee**

- The Council Standing Committee deals with urgent issues at the request of Council between meetings of Council which cannot wait until the next meeting of Council.
- The Council Standing Committee will not initiate consideration of issues nor will it make major strategic decisions. Where such matters require urgent attention, they shall be dealt with through a special meeting of Council as described in section one of the standing orders. The decisions of the Council Standing Committee will be reported to the next available meeting of Council.

## Finance and Investment Committee

### Purpose

The primary purpose of the Finance and Investment Committee, via the early review and discussion of papers prepared for Council, is to:

- Provide governance oversight regarding major estates, infrastructure and capital projects and strategic business cases and ensure overall alignment with delivery of Strategy 2030;
- In alignment with the Council Scheme of Delegation in the Delegation Framework, to review and endorse any major project which will include a programme of consolidated spend in excess of £5m (the threshold for Council approval) or any significant item of Business which the Chair of Finance and Investment Committee considers to have significant strategic, operational or reputational impact;
- The Finance and Investment Committee supports the Council in its responsibility for ensuring the University's long-term financial sustainability and resilience through reviewing institutional annual budgets and longer-term financial plans, and monitoring their delivery.

## Investment and Endowment Committee

The Investment and Endowment Committee reports to Finance and Investment Committee. The primary purpose of the Investment and Endowment Committee is to act as a forum to consider policy development, management and performance of the University's endowment fund manager with respect to financial and ESG performance and activity.

## Governance and Nominations Committee

### Purpose:

1. To make recommendations to Council for:
  - (a) the nomination of the Chancellor.
  - (b) the nomination of the Pro-Chancellors under Class I of Council membership.
  - (c) the nomination of the Chair of Council.
  - (d) nominations for the places under Class II of Council membership.
  - (e) nominations to Council committees, ad hoc groups and joint committees with Senate.
  - (f) the establishment and disbanding of Council sub-committees.
  - (g) nominations to Trusts associated with the University.

To ensure that, in making such recommendations, the existing procedures in place in relation to Independent Council Member appointments (Class I and Class II) are sufficiently robust and that appropriate and thorough due diligence is undertaken before recommending appointment, ensuring that members recommended to Council for appointment are 'fit and proper persons';

## Remuneration Committee

The Terms of Reference of the Remuneration Committee are – taking account of the requirements of the Office for Students and guidance issued by the Committee of University Chairs – to:

- (a) develop an overall reward strategy and policy to cover the remuneration, benefits and conditions of employment of the senior officers of the University;
- (b) review and determine the remuneration, benefits and conditions of employment of the President and Vice-Chancellor, and other members of the University Executive Board, in alignment with the Executive Reward Policy in order to recruit, retain and motivate senior leadership staff within appropriate levels of affordability and to secure value for money, whilst taking into account comparative information on the remuneration, benefits and conditions of employment in the University sector and elsewhere, as appropriate;
- (c) review any award arrangements for new University Executive Board appointments and approve as necessary (under the Committee’s schedule of delegation for senior executive remuneration and severance);
- (d) review any severance terms agreed (under the Committee’s schedule of delegation for senior executive remuneration and severance) for members of the University Executive Board on the termination of their employment, taking account of guidance issued by the Office for Students and the Committee of University Chairs;
- (e) promote equality, diversity and inclusion through all its decisions.
- (f) agree an annual framework of work;
- (g) provide an annual report and supplementary verbal update to Independent Members of Council summarising the issues considered and any decisions made by the Remuneration Committee, including the context and principles which inform these to 1 The full membership of the University Executive Board can be located at the following link here. provide assurance that there is alignment with the University’s strategic goals and robust governance in remuneration practices;
- (h) approve the Annual Report of Remuneration Committee and information on the reward of the President and Vice-Chancellor for inclusion in the University’s Annual Report and Financial Statements, to ensure transparency and compliance with the CUC Higher Education Senior Staff Remuneration Code and Office for Students requirements in relation to senior pay
- (i) ensure appropriate consideration of the interests of the institution along with due regard for the public interest and use of public funds.

## Research and Innovation Committee

The primary purpose of the Research and Innovation Committee is, via the early review and discussion of papers prepared for Council to:

- Provide independent oversight and scrutiny of the University’s Research and Impact, Business Engagement and Innovation activities and seek assurance on behalf of Council on institutional progress against key elements of Strategy 2030 related to Research and Innovation.

## The Senate

The Senate is the senior academic body of the University. It is chaired by the President and Vice-Chancellor, and acts as the representative academic forum for the institution, including all of its constituent Faculties and campuses.

### Senate Committees

#### Education Board

The [Education Board](#) is a sub-committee of Senate and has a dotted reporting line to the Education and Student Experience Sub-Committee (EdSEEC).

In accordance with Ordinance 26.1 and subject to review by Senate (and Council where appropriate), it regulates teaching, learning and assessment in the areas of academic responsibility assigned to the Education Board (EdB) including the recommendation of amendments to the TQA Manual, Regulations Governing Academic Programmes (taught) and the education-related elements of the Ordinances.

#### Postgraduate Research Board

The [Postgraduate Research Board](#) regulates, subject to review by Senate, teaching and learning in the areas of academic responsibility assigned to the Postgraduate Research Board.

In accordance with Ordinance 26.1 and subject to review by Senate (and Council where appropriate), it regulates learning and examination in the areas of academic responsibility assigned to the Postgraduate Research Board (PGRB) including the recommendation of amendments to the TQA Manual, Regulations Governing Academic Programmes (research) and the PGR-related elements of the Ordinances. The PGR Board makes recommendations to Senate for the award of PGR programmes.

The Education Board also works closely with the Postgraduate Research Board on joint matters, such as education policy related to Professional Doctorates

### The Powers of Senate

As defined in Ordinance 21, the Senate shall have the following powers:

1. To act as the representative academic forum of the whole University, including all of its constituent Faculties and campuses.
2. To review the Education and Research Strategies of the University and make recommendations to Council for approval.
3. To scrutinise academic performance against targets and measures of success set out in the University Education and Research strategies.
4. To evaluate the implementation of policies and regulations for quality assurance of all University programmes.
5. To assure Council of the academic standards and quality of education leading to the University of Exeter degree awards and qualifications.
6. To scrutinise the strategic plans of the constituent Faculties of the University.

7. To oversee policies and procedures for student health, wellbeing and fitness to study, conduct and disciplinary matters, fitness to practice, academic and research misconduct, academic appeals and students' complaints, and delegate associated operational responsibilities to the Education Board and Postgraduate Research Board, Faculties, and Professional Services.
8. To raise issues of major and strategic academic importance to the University.
9. To suspend, permanently expel or withdraw any student following action taken under University Regulations, including Disciplinary Procedures, Health, Wellbeing, and Support for Study Procedures, Fitness to Practice Procedures, and Academic and Research Misconduct Procedures.
10. To delegate specific responsibilities to the Education Board and Postgraduate Research Board and other bodies or committees of the University, as appropriate.
11. To appoint three members of the Senate to be members of the Council.
12. To make representation to the Council on all Statutes or Ordinances or proposed changes of Statutes or Ordinances and on any academic matter.
13. To formulate, modify, or revise schemes for the organisation of the Education Board and Postgraduate Research Board, Faculties, Institutes, Delegacies, Boards or Departments of the University and to assign to them subjects and also to make recommendations to the Council on the establishment of other Faculties, Faculty, Institutes, Delegacies, Boards of Departments.

## Delegation of Senate Authorities

Authority:	<i>Approval of the Regulations, Disciplinary and other Procedures for Students, including amendments, additions and deletions</i>
Delegated to:	Senate (not delegated).
Process:	Recommendation of the Education Board and Postgraduate Research Board following receipt of associated reports

Authority:	<i>Approval of new Programmes and Module Regulations, including Assessment Regulations including admissions requirements.</i>
Delegated to:	Education Board and Postgraduate Research Board
Process:	Programme approval processes as set out in the Approval and Revision of Taught Programmes Handbook of the Teaching Quality Assurance Manual and subsequent reporting to respective Boards.

Authority:	<i>Suspension of Regulations</i>
Delegated to:	Vice-President and DVC (Education and Student Experience)
Process:	Recommendation from Faculty or relevant Professional Services to the President and Vice-Chancellor.

Authority: *Establishment of Programme / Department Assessment, Progression and Awarding Committees (P/DAPACs)*

Delegated to: Departmental Directors of Education and Student Experience (DESE) or Heads of Department (HoD) and Departmental Directors of Postgraduate Research (Professional Doctorate programmes only)

Process: Coordinated by Academic and Professional Services staff, following process set out in the Assessment, Progression and Awarding Handbook of the Teaching Quality Assurance Manual.

---

Authority: *Consideration of students' achievement, progression and awards.*

Delegated to: Taught students: Chair and members of Programme/Department Assessment, Progression and Awarding Committees (P/DAPACs) including External Examiners  
PGRs: Dean of PGR

Process: Coordinated by Academic and Professional Services staff, following process set out in the Assessment, Progression and Awarding: Taught Programmes Handbook of the Teaching Quality Assurance Manual.  
PGRs: Recommendation of award following examination and agreement by the Board of Examiners, as per the TQA PGR Handbook.

---

Authority: *Approval of amendments, additions and deletions for all Handbooks, Frameworks and Special Provisions of the Teaching Quality Assurance Manual*

Delegated to: Vice-President and DVC (Education and Student Experience) and, for the Postgraduate Research Handbook only, to the Vice-President and DVC (Research and Impact), or, for policies shared between taught and research programmes, both the VP & DVC (ESE) and VP & DVC (R&I)

Process: Recommendation of the Education Board and Postgraduate Research Board to Vice- Presidents and DVCs following receipt of associate reports

---

Authority: *Appointment of Chairs and Deputy Chairs of P/DAPACs*

Delegated to: Faculty and Departments (APVC-Es or DPVCs chairs the Faculty APAC, DESE or HoD chairs the P/DAPAC).

Process: Faculties and Departments in accordance with the Assessment, Progression and Awarding: Taught Programmes Handbook of the Teaching Quality Assurance Manual.

---

Authority: *Appointment of External Examiners for taught programmes, including Professional Doctorates*

Delegated to: Taught examinations: Faculty APVCES and/or Departmental DESE or HoDs unless an exceptional appointment or extension in which case delegated to the Dean for Taught Students  
PGR examinations: Dean for PGR

Process: Coordinated by Academic and Professional Services staff following the process set out in the External Examining Handbook of the Teaching Quality Assurance Manual  
Academic & Professional Services Staff through the Doctoral College following processes set out in the TQA PGR Handbook.

---

Authority: *Assessed student work to be reviewed by External Examiners and participation in oral and other examinations by External Examiners.*  
Delegated to: APVCEs and/or Departmental DESE or HoDs  
Process: Agreed through discussion with the External Examiner and Academic and Professional Services staff and in accordance with the requirements of the External Examining Handbook of the Teaching Quality Assurance Manual.

---

Authority: *Early Termination of External Examiner contracts*  
Delegated to: Dean for Taught Students or Associate Dean for Taught Students and/or the Dean for Postgraduate Research as the Chair of the PGR Board, as appropriate  
Process: Following report and recommendation from Professional Services staff and in accordance with the process set out in the External Examining Handbook of the Teaching Quality Assurance Manual

---

Authority: *Approval of the general entrance requirements for admission*  
Delegated to: Approval by the Vice-President and DVC (Global Engagement).  
Process: Admissions Policy Group maintain oversight of the level at which entry requirements are set for University programmes of study, referring any major changes or debates to Recruitment Admissions Group and/or Senate as necessary.

---

Authority: *Admission of applicants with advanced standing (APEL or APCL)*  
Delegated to: Faculty APVCEs and/or Departmental DESE or HoDs unless an exceptional student case in which case delegated to the Dean for Taught Students or Associate Dean for Taught Students and/or the Dean for Postgraduate Research as the Chair of the PGR Board, as appropriate  
Process: As set out in the Learning and Teaching Support Handbook of the Teaching Quality Assurance Manual.

---

Authority: *Termination of enrolment where a student is found to have falsified information in the admissions process*  
Delegated to: President and Vice Chancellor on behalf of Senate  
Process: Recommendation of the Faculty and/or Dean for Taught Students (or Associate Dean for Taught Students or Dean for Postgraduate Research, with consideration on a case-by-case basis.

---

Authority: *Approval of concurrent study elsewhere*

Delegated to: Dean for Taught Students or Associate Dean for Taught and/or the Dean for Postgraduate Research as the Chair of the PGR Board, as appropriate  
Process: Consideration on a case-by-case basis.

---

Authority: *Permission for an individual student's request to change modes of study*  
Delegated to: Faculty APVCEs or Department Directors of PGR  
Process: Formal request from DESE, HoD or Departmental Director of PGR

---

Authority: *Permit part-time study on a programme where this is not normally available*  
Delegated to: Faculty APVCEs or Departmental Directors of PGR  
Process: Formal request from DESE, HoD or PGR Supervisor or PGR Manager.

---

Authority: *Permission for an individual not enrolled with Exeter to use Exeter facilities*  
Delegated to: Senior Vice-President and Registrar & Secretary  
Process: Consideration on a case-by-case basis, on the recommendation of the Faculty.

---

Authority: *Replacement of a core or compulsory module with an alternative*  
Delegated to: Dean for Taught Students or Associate Dean for Taught Students, or Dean for Postgraduate Research in the case of Professional Doctorates  
Process: Formal request from Faculty via Professional Services.

---

Authority: *Permission for an individual student to interrupt their studies for a period of up to two years*  
Delegated to: Faculty led process for taught students –APVC Education delegated from the Dean for Taught Students  
Doctoral College led process for PGRs – PGR Manager delegated from the Faculty Director of PGR  
Process: Consideration on a case-by-case basis in accordance with the Learning and Teaching Support Handbook and the PGR Handbook of the Teaching Quality Assurance Manual.

---

Authority: *Permission for an individual student to interrupt their studies for a period longer than two years*  
Delegated to: Faculty led process for taught students –APVC Education delegated from the Dean for Taught Students  
Dean of PGR for PGR students, including professional doctorate programmes  
Process: Consideration on a case-by-case basis in accordance with the Learning and Teaching Support Handbook and the PGR Handbook of the Teaching Quality Assurance Manual.

---

Authority: *Approval of exceptions to the rule preventing a withdrawn/deregistered student from reapplying within 12 months*  
Delegated to: Dean of Taught Students or Associate Dean for Taught Students or Dean for Postgraduate Research  
Process: Consideration on a case-by-case basis.

---

Authority: *Approval of procedures for study abroad and exchange periods*  
Delegated to: Education Board and, if amendments, additional or deletions to the Teaching Quality Assurance Manual required, the Vice President and DVC (Education and Student Experience) on behalf of Senate.  
Process: Consideration of recommendations made for these purposes by Faculties or Professional Services.

---

Authority: *Approval of procedures for scaling and weighting results from assessments taken during a study abroad or exchange period, in order to align them with Exeter standards*  
Delegated to: Education Board and, if amendments, additional or deletions to the Teaching Quality Assurance Manual required, the Vice President and DVC (Education and Student Experience) on behalf of Senate  
Process: Module and programme amendment processes in accordance with the Approval and Revision of Taught Modules and Programmes Handbook of the Teaching Quality Assurance Manual.

---

Authority: *Approval of minimum prescribed standards for the production and security of examination papers*  
Delegated to: Education Board on behalf of Senate  
Process: Consideration of recommendations developed for this purpose.

---

Authority: *Approval of an extension to the maximum permitted duration of study*  
Delegated to: Dean for Taught Students or Associate Dean for Taught Students or Dean for Postgraduate Research  
Process: Consideration on a case by case basis. To be granted only in exceptional circumstances, normally in cases of severe and persistent mitigating circumstances.

---

Authority: *Revocation of an award*  
Delegated to: President and Vice-Chancellor  
Process: Recommendation from the Dean of Taught Students and/or Dean of Postgraduate Research.

---

## The Committees of Senate

### Education Board

#### 1. Established by:

- 1.1. The Education Board (EdB) is a sub-committee of Senate and reports to the Education and Student Experience Executive Committee (EdSEEC).

#### 2. Remit:

- 2.1. To contribute to the institutional-wide assurance of academic quality and standards as set out by the regulator for Higher Education in England, the **Office for Students, in relation to the B Conditions of Registration** ("B: Quality, reliable standards and positive outcomes for all students"):
  - 2.1.1. B1 (Academic experience)
  - 2.1.2. B2 (Resources, support and student engagement)
  - 2.1.3. B3 (Student outcomes)
  - 2.1.4. B4 (Assessment and awards)
  - 2.1.5. B5 (Sector-recognised standards)
  - 2.1.6. B6 (Teaching Excellence Framework (TEF))
  - 2.1.7. B7 (Quality - initial condition of registration)
  - 2.1.8. B8 (Standards - initial condition of registration)
- 2.2. To contribute to the priorities of the **Education Strategy (2019-25)** including (but not limited to):
  - 2.2.1. Enhance our Undergraduate Offer in the Quality of Learning, Teaching, Student Support and Student Outcomes and in International Attractiveness.
  - 2.2.2. Create an Internationally Recognised, Market-Led Postgraduate Taught Portfolio.
- 2.3. To contribute to the priorities of the **2030 Strategy**, including (but not limited to):
  - 2.3.1. Ensure students from all backgrounds will be able to access our education at any time; our students will learn and share experiences with others across the world and we will give our students the very best support throughout their time with us, and beyond.
- 2.4. To contribute to **the University's Education Strategic Performance Targets/Key Performance Indicators (KPIs)**:
  - 2.4.1. Excellent Academic Experience (National Student Survey (NSS)) - Top 5 in the Russell Group (RG).
  - 2.4.2. Graduate Outcomes (TEF progression metric) - Top 10 in the RG (2025/26), top 5 in the RG (2030/31).
- 2.5. To consider the OfS' **other Conditions of Registration**, overseen by other Boards/Committees, that contribute to the EdB's oversight of the B Conditions (See 2.1):
  - 2.5.1. Condition A: "Access and participation for students from all backgrounds", overseen by the Success for All Strategy Group.
  - 2.5.2. Condition C: "Protecting the interests of all students", overseen by the Compliance Committee.

- 2.6. To contribute to the University's **other measures of success related to experience, engagement and student outcomes**, such as the % of all Access and Participation Plan (APP) targets met, in accordance with the "Equality of Opportunity" KPI.
- 2.6.1. Equality of Opportunity (APP) 80% of all targets met (2025/26), achievement of all APP targets (2030/31).
- 2.7. To contribute to the mitigation of risks on the Corporate **Risk Register**, namely:
- 2.7.1. **Quality, reliable standards and positive outcomes for all students:**
- Failure to deliver high quality academic experience, resources and/or support as defined by the Office for Students and/or other regulatory bodies.
  - Failure to ensure students are assessed effectively, that assessments are valid and reliable and/or that regulations are designed to uphold the credibility of awards appropriately reflecting sector recognised standards.
  - Failure to deliver positive graduate outcomes for all students as defined by the Office for Students and/or other regulatory bodies.
  - Failure in data quality and provision to provide assurance of quality of teaching and/or assessment.
  - Failure to provide students with credible awards that reflect sector-recognised standards.
  - Failure to participate in the Teaching Excellence Framework and demonstrate outstanding student experience and outstanding student outcomes.
  - Failure to mitigate the impact of Staff/HR disputes on high quality academic experience and assessment.
  - Failure to respond to government policy changes in relation to education delivery and/or the student experience.
- 2.7.2. **Protecting the interests of all students:**
- Failure to meet the C Conditions of Registration to the Office for Students (including controls and actions to comply with consumer protection law and to comply with any Student Protection Direction).
- 2.7.3. **Good Governance:**
- Failure to uphold and/or deliver the public interest governance principles that are applicable to education and the student experience (academic freedom, freedom of speech, student engagement, academic governance) and additional areas of priority identified by the Office for Students (mental health, suicide prevention, and sexual harassment and misconduct).
  - Failure to operate in accordance with governing documents.
  - Failure to provide and fully deliver the higher education courses advertised.
- 2.7.4. **Information for students:**
- Failure to contribute appropriately to meeting the F Conditions of Registration to the Office for Students (F1, F2, F3 and/or F4).
- 2.8. To regulate, in accordance with **Ordinance 26.1** and subject to review by Senate (and Council where appropriate), teaching, learning and assessment in the areas of academic responsibility assigned to the Education Board (EdB) including the recommendation of amendments to the [TQA Manual](#), [Regulations Governing Academic Programmes](#) (taught) and the education-related elements of the [Ordinances](#).
- 2.9. To maintain oversight of the **Quality and Standards of Education policy**.
- 2.10. To report to **Senate and/or the EdSEEC** as appropriate, regarding the University's:
- 2.10.1. Professional, Statutory and Regulatory Body Accreditations.

- 2.10.2. External Assurance of Academic Standards (including External Examiner nominations).
- 2.10.3. Academic Partnerships.
- 2.10.4. Degree Apprenticeships
- 2.10.5. New taught programmes and amendments to existing programmes.
- 2.10.6. Quality Review and Enhancement of taught Programmes
- 2.10.7. Academic and professional outcomes for students

### **Membership – Education Board (as per Ordinance 23.3)**

- 3.1 There will be two Co-Chairs - the Dean for Taught Students and the Director of Teaching Excellence and Student Experience.
- 3.2. The quorum for the attendance of members at a meeting should be half the appointed members, rounded up.
- 3.3. Three Departmental representatives are nominated each academic year by the Associate Pro Vice-Chancellor of each Faculty, usually during the preceding summer term.
- 3.4. The membership includes three members of the Senate in order to provide a cross-institution perspective and to provide assurance to Senate of appropriate governance and conduct in relation to academic governance, quality and rigour, and that matters delegated by the Senate are dealt with accordingly. These are nominated annually, at the start of each academic year, via Senate.
- 3.5. Other members co-opted as appropriate to provide knowledge and expertise from their respective directorates.
- 3.6 The Membership list is available in the EdB SharePoint and is public facing on the EdB Webpages.

### **Reporting routes/accountability:**

- 4.1. To approve persons for appointment as Examiners, on behalf of Senate. (Ordinance 26.2).
- 4.2. To recommend to Senate amendments to the Ordinances and regulations, disciplinary and other procedures for students. (Ordinance 26.3).
- 4.3. To approve amendments to Regulations governing taught academic programmes dealing with courses of study for Degrees and other distinctions and on any questions relating to the work of the Board. (Ordinance 26.3).
- 4.4. To recommend to Senate the award of academic taught programmes (other than Honorary Degrees). (Ordinance 26.4)
- 4.5. To recommend to the Vice President and DVC (Education and Student Experience) / EdSEEC amendments to the TQA Manual.
- 4.6. All approvals for Senate/Council/EdSEEC will usually take place via the appropriate scheduled meetings. Chair's Action approval maybe required as appropriate, i.e., with approval via email from the Chair of the relevant Board, and inclusion in the papers of the next appropriate Board for information. For TQA amendments via EdSEEC, the Education Leadership Team (ELT) meetings may also be used to facilitate Chair's Action in place of email, where discussion may be required.

- 4.7. The EdB will also work closely with the Postgraduate Research Board on joint matters, such as education policy related to Professional Doctorates.
- 4.8. Other working parties/groups/ may be established by the EdB, on a temporary basis, where required to carry forward the Board's business, as outlined above.

## Postgraduate Research Board

The remit and accountabilities of the Postgraduate Research Board is detailed below:

To regulate, subject to review by Senate, teaching and learning in the areas of academic responsibility assigned to the Postgraduate Research Board including recommendation of amendments to the TQA Manual. (Ordinance 26.1).

1. To establish working parties/steering groups/task and finish groups as needed to carry forward the Board's business.
2. To approve persons for appointment as Examiners, on behalf of Senate. (Ordinance 26.2).
3. To recommend to Senate amendments to the Ordinances and regulations, disciplinary and other procedures for students. (Ordinance 26.3)
4. To approve amendments to Regulations governing academic programmes dealing with courses of study for Degrees and other distinctions and on any questions relating to the work of the Board (Ordinance 26.3).
5. To make recommendations to Senate for the award of academic programmes (other than Honorary Degrees), (Ordinance 26.4).
6. To consider any matters relating to the Boards referred to or delegated to it by Senate and to express opinions in such references or such other matters as seem relevant to it (Ordinance 26.5).
7. To maintain oversight of the University's Accreditation Procedures and to receive reports from the Dean of Postgraduate Research and Faculties on proposals for new programmes and amendments to existing programmes.
8. To ensure that the business of the Board is handled in such a way that it is consistent with the University's duty to promote equality and eliminate discrimination.
9. To collaborate with Faculties in the development, implementation, and review of the University's strategies for education and research.
10. To consider reports of the Quality Review and Enhancement of Programmes and report to Senate.
11. To maintain oversight of the University's academic partnership activities, receiving reports from Academic Partnerships.
12. To receive reports from the Students' Guild and the Falmouth and Exeter Students' Union summarising issues raised in consultation with student representatives.
13. To report to Senate.
14. To meet at least termly.
15. The quorum for the attendance of members at a meeting should be half the appointed members, rounded up.
16. Members of the Board: to represent your area (Faculty/Guild/ the Falmouth and Exeter Students' Union / Professional Service/Senate) of the University to the Faculty Board, and conversely, to represent the Faculty Board within your area.
17. To maintain oversight of PGR students and take a lead role in the University's response to the Postgraduate Research Experience Survey.

18. To analyse the performance of the Doctoral College in meeting its strategic objectives, inform any action planning, and to report back to the Research and Impact Executive Committee accordingly.

**Membership – Management Group of the Doctoral College incorporating the Board of Faculty of Graduate Research (Ordinance 23.4)**

19. Dean of Postgraduate Research
20. The Director of Postgraduate Research from each Faculty.
21. The Doctoral College/Exeter Innovation/Research Division Faculty Partner from each Faculty.
22. A representative of the Students' Guild and a representative of the Falmouth and Exeter Students' Union to represent as far as possible the views of the student body of the University and to provide knowledge and expertise of Guild/ the Falmouth and Exeter Students' Union priorities and current student initiatives.
23. Three members of the Senate to provide a cross-institution perspective and to provide assurance to Senate of appropriate governance and conduct in relation to academic governance, quality and rigour, and that matters delegated by the Senate are dealt with accordingly.
24. Other members co-opted as appropriate to provide knowledge and expertise from their respective directorate.

## The University Executive Board

The University Executive Board (UEB) is the University's senior executive management body, chaired by the President and Vice-Chancellor.

UEB has responsibility for all aspects of the University strategy, operation and management within the authority delegated by Council.

### Terms of Reference

#### Purpose

1. The University Executive Board (UEB) is the senior executive management body of the University. Chaired by the President and Vice-Chancellor, its purpose is to support and advise the President and Vice-Chancellor in the performance of their duties as the University's Chief Executive Officer, within the delegation framework of the University.
2. It is responsible for developing and delivering the University Strategy and for the effective management of the University, including ensuring financial sustainability, and approving University policies as required.

#### Developing and Delivering Strategy and Plans

3. To develop and deliver the University's Strategy, and other strategies as required, including: Education and Student Experience, Research and Impact, Global Engagement, Wellbeing, Culture and Inclusion, Business Engagement and Innovation, and Cornwall; and other key enabling strategies (Professional Services, Finance, People, Workforce, Digital) for recommendation to Council.
4. To recommend the University budget and five-year plans to Council.
5. On the recommendation of the Strategic Investment Committee (SIC), to agree the University's Capital Strategy and Programme for recommendation to Council and to scrutinise and approve all major investment proposals and recommend to Council those which pass the thresholds of delegated financial authority, ensuring plans and budgets are consistent with the University's Planning Framework, and strategic priorities and targets.
6. To understand and interpret the strategic environment in which the University operates, including disseminating information and consulting with the University about the strategic choices facing the University, and by identifying and responding to new external opportunities.
7. To receive strategic reports from members of UEB on issues relating to their delegated responsibilities and receive timely reports from the senior committees which they Chair (see pages 28-35). To receive regular reports from Pro-Vice-Chancellors on issues relating to Faculty Strategies and relevant matters that arise at their Faculty Executive Boards as required.

#### Ensuring financial sustainability, effective performance monitoring, risk management and assurance

8. To ensure financial sustainability of the University.

9. To monitor operating and financial performance and delivery against budget and strategic funds, key performance indicators and implementation plans. This includes, but is not limited to, monitoring of management accounts; admissions data; research awards, income and performance; business, commercial and philanthropic income and strategic partnerships; HR data; cyber security and IT; strategic projects.
10. Consider and approve an assessment of the institutional Risk Report (including risks escalated from UEB sub-committees) and appropriate mitigation measures. To consider red-rated risks identified through the due diligence process associated with the University's Partnership Principles and discuss final decision with Chair of Council.
11. Receive internal audit reports for information. All internal audit reports rated 'High' or 'Critical' to receive full scrutiny.
12. To agree promotion criteria for recommendation to Senate and Council, as set out in the University's Ordinances.
13. Develop, approve and ensure effective implementation of University policies and codes of practice, as required. Via the Compliance Committee, ensure that the University complies with the expectations of all relevant legislation and regulation relating to these policies.

#### **Delegations of the Board**

14. UEB has delegated the following matters to a sub-set of UEB members. These sub-sets will report to the UEB annually (or more frequency as required):
  - a) Academic Promotions (in accordance with Ordinance 18.3)
  - b) Professorial Salaries
  - c) Redundancy (in accordance with Ordinance 34).
15. UEB has a number of sub-committees reporting to it (listed below) and will receive reports via the Chair of those committees as required, together with the minutes of those committees.

#### **Board quoracy and effectiveness**

16. The effectiveness of UEB will be reviewed annually against its Terms of Reference and any changes will be submitted to UEB for approval and included in the University's Delegation Framework approved by Council.
17. A quorum is necessary for matters requiring approval and/or endorsement. This will be one third of the membership and must include the Chair or one of the Deputy Chairs. If quoracy has not been achieved a majority of those present may propose an approval or endorsement to the President and Vice-Chancellor to make the decision as Chair of UEB.

#### **Membership**

President and Vice-Chancellor [Chair]  
Senior Vice-President and Provost [Deputy Chair]  
Senior Vice-President & Registrar and Secretary [Deputy Chair]  
Deputy Vice-Chancellor (Business Engagement and Innovation)  
Vice-President and Deputy Vice-Chancellor (Cornwall)  
Vice-President and Deputy Vice-Chancellor (Education and Student Experience)  
Vice-President and Deputy Vice-Chancellor (Global Engagement)

Vice-President and Deputy Vice-Chancellor (People and Culture)  
Vice-President and Deputy Vice-Chancellor (Research and Impact)  
Pro-Vice-Chancellor and Executive Dean, Faculty of Environment, Science and Economy  
Pro-Vice-Chancellor and Executive Dean, Faculty of Health and Life Sciences  
Pro-Vice-Chancellor and Executive Dean, Faculty of Humanities, Arts and Social Sciences  
Chief Financial Officer and Executive Divisional Director Finance, Infrastructure and Commercial Services  
Deputy Registrar and Executive Divisional Director of Human Resources, Culture and Assurance  
Executive Divisional Director of External Engagement and Global

In attendance:

Divisional Director of Education and Academic Experience  
Head of the President and Vice-Chancellor's Office (Secretary)

The University Executive Board is supported by the Executive Support team and meets on a fortnightly basis (alternate Thursday mornings) during academic term-time and at other times as required. It also meets for a number of strategic away days each year as required.

### **Sub-Committees of UEB**

1. Business Engagement and Innovation Committee
2. Climate and Environmental Crisis (CEC) Board
3. Compliance Committee
4. Cornwall Campuses Strategy Group
5. Education and Student Experience Executive Committee
6. Global Engagement Committee
7. Recruitment and Admissions Group
8. Research and Impact Executive Committee
9. Strategic Investment Committee
10. Wellbeing, Inclusion and Culture Committee
11. Digital Transformation, Data and AI Strategy Board (established during 2025-26)

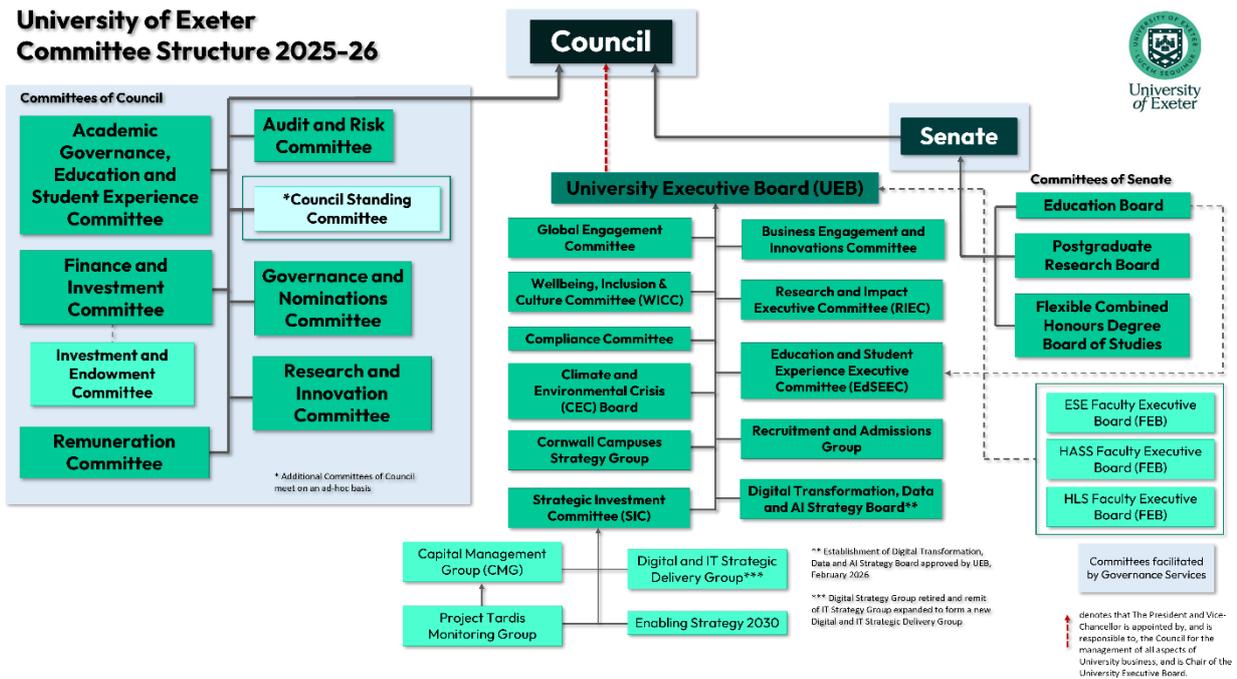
### **The Committees of the University Executive Board**

The following management groups act as committees of UEB and report to UEB via the receipt of minutes, summary reports, and other reports (written or verbal) as deemed necessary by the relevant committee Chair. UEB Committees can agree their own membership and frequency of meetings, but will meet at least once a term.

A diagram of University Executive Board subcommittees is detailed below and an overview of the overall purpose and responsibilities of each group is detailed below.

An overview of Capital Management Group and Strategic Investment Committee is detailed within the section on **Business Case - Assurance, Endorsement and Approval routes (see pages 36-39)**.

**University of Exeter  
Committee Structure 2025-26**



## Business Engagement and Innovation Committee

### Overall purpose

The Business Engagement and Innovation Committee (BEIC) supports and advises the Deputy Vice Chancellor for Business Engagement and Innovation on matters relating to the management and strategic direction of the University in relation to business engagement, innovation, commercialisation activity on a national and international basis, and regional engagement.

This includes:

1. Developing and delivering the relevant Business Engagement and Innovation strategies and the relevant elements of the University's 2030 Strategy.
2. Overseeing, developing and managing proactively business engagement, regional engagement and innovation strategies and policies; and to advise, influence and assimilate associated strategies that have a bearing on business engagement, regional engagement and innovation activity.
3. Developing and monitoring implementation plans and providing leadership with all associated activities.
4. To oversee, receive and discuss reports and recommendations regarding Faculty level business engagement, collaborative research and commercial activity, innovation and regional engagement strategies and policies.
5. To provide leadership in influencing regional, national and international business, innovation and sectoral policy development, and national and regional policy on economic development and skills.
6. To review and prioritise the portfolio of institutional strategic and complex infrastructural projects relating to business engagement and innovation.
7. Shaping strategy and policy to support researcher communities and entrepreneurship.

8. Shaping strategy and policy to ensure effective and ambitious business engagement, innovation and regional engagement operations.

**Chair:** Deputy Vice Chancellor (Business Engagement and Innovation)

## **Climate and Environmental Crisis (CEC) Board**

### **Purpose**

The Climate and Environmental Crisis (CEC) Board is responsible for providing strategic oversight to the University's sustainability commitments embodied in its Environment and Climate Emergency Policy Statement, and for coordinating the University's contribution to the UN Sustainable Development Goals (SDGs).

This includes:

1. Providing strategic and cross-university advice on programmes to deliver against the University's sustainability commitments, including net-zero target and net-gain biodiversity.
2. Approving or endorsing strategies and policies relating to sustainability.
3. Overseeing the development and successful delivery of supporting policies and plans including, but not limited to, Travel Plan, Sustainable Procurement Policy, Biodiversity Action Plan, Waste Strategy, Communications and Engagement Plan.
4. Mapping the University's contribution to the UN SDGs and facilitating university-wide activity to support the achievement of these.
5. Engendering a university culture that supports delivery of sustainability commitments.
6. Ensuring that sustainability is embedded into university governance, planning, risk management, decision making and operations.
7. Establishing Task and Finish Groups as appropriate to deliver on specific initiatives.
8. Providing advice and challenge on required budgets to meet commitments.
9. Receiving reports from the Advocate Climate Taskforce on the production and implementation of Faculty and Divisional Sustainability Plans.
10. Monitoring progress against the implementation of the policy statement and produce an annual sustainability report that will be made publicly available.
11. Reviewing sustainability management systems (e.g. ISO14001 and ISO20400) audit outcomes and ensure continuing suitability, adequacy and effectiveness.
12. Demonstrating leadership for sustainability matters at the University.

### **Chair:**

- Senior Vice-President and Provost (Joint Chair)
- Senior Vice-President Registrar and Secretary (Joint Chair)

## **Compliance Committee**

### **Overall Purpose**

The Compliance Committee has oversight responsibility for the University's key compliance functions, and for the oversight and development of the University Compliance Framework. It has responsibility for the development and approval of compliance and related policies and procedures, and for compliance project prioritisation and delivery.

Key compliance functions include:

- Legal and Regulation (including the Office for Students regulatory framework)
- Health and Safety
- Information Governance and Data Security
- Prevent and Safeguarding
- Business Continuity and Emergency Planning
- University Insurance arrangements
- University Travel Management
- Research governance, ethics and compliance
- Institutional governance arrangements
- Estates and technical compliance matters
- Oversight of Statutory returns
- Oversight of Due Diligence Processes
- Internal Audit Actions

The following committees will report to the Compliance Committee by copy of the minutes for consideration at the next scheduled meeting of the Committee after the relevant group meeting and that the relevant chair highlights any matters to consider.

- The Health and Safety Consultative Committee
- The Information Steering Group
- Prevent Compliance Group
- Safeguarding Group
- Travel Group
- Business Continuity Group

**Chair:** Senior Vice-President and Registrar & Secretary

### **Cornwall Campuses Strategy Group (CCSG)**

#### **Purpose**

The Cornwall Campuses Strategy Group (CCSG) is responsible for overseeing the development of a joined-up programme of activity to implement the University's strategic ambitions for Cornwall in line with Strategy 2030, the Cornwall 2030 Delivery Plan and KPIs.

This includes:

1. Ensuring that activity on our Cornwall Campuses delivers and enables strategic road maps of Faculties
2. Ensuring that activity on our Cornwall Delivery Plan is aligned with regional priorities
3. Monitoring Cornwall Campuses Net Zero targets including Masterplan and Infrastructure requirements for teaching and research
4. Monitoring the Cornwall 2030 Delivery Plan and KPIs
5. Monitoring the Civic University Agreement (CUA) projects tracker

**Chair:** Vice-President and Deputy Vice-Chancellor (Cornwall)

## Education and Student Experience Executive Committee

### Purpose

Education and Student Experience Executive Committee (EdSEEC) is responsible for the delivery of the University's Education Strategy 2019-25 and oversight of the student academic experience within the University's 2030 Strategy. Operational and policy matters related to academic quality, programme approval, and education regulations fall under the Education Board, which reports to Senate. EdSEEC focuses on the strategic direction of academic quality and is responsible for the University's performance against Education KPIs. Education Board is chaired by the Dean for Taught Students and the Director of Teaching Excellent and Student Experience, ensuring strong links between the two groups.

This includes:

1. Accountability to UEB for the ongoing management of all matters relating to the delivery of education and student academic experience.
2. Responsibility for and the management of an institutional approach to the continuous improvement of teaching, learning and the student academic experience.
3. Responsibility for effective engagement with students and ensure that the student voice is appropriately integrated into decision making and policy development.
4. Promoting the advancement of Success for All Our Students, inclusion and sustainability through education, pedagogy and curriculum;
5. Ensuring a continued focus on supporting students to enhance their employability.
6. Providing a forum for the sharing of best practice in relation to Education across Faculties and Professional services.
7. Responsibility for education project prioritisation and delivery.
8. Reviewing and prioritising the portfolio of institutional strategic and complex infrastructural projects relating to education and impact matters. This might include physical or digital infrastructure projects or complex projects involving multiple departments and directorates.

**Chair:** Vice-President and Deputy Vice Chancellor (Education)

## Global Engagement Committee

### Purpose

The Global Engagement Committee (GEC) oversees the University's global activities and delivery of the Global Strategy.

This includes:

1. Overseeing development and delivery of the Global Strategy and addressing associated opportunities, challenges and risks, ensuring alignment of regional and country activities to deliver the aims of the Global Strategy.
2. Ensuring a coordinated approach to global activities across Faculties and Professional Services, including delivery of Faculty Global Plans
3. Overseeing global partnership development including: helping to share and recommend proposals for institutional priority partnerships; monitoring and advising on other partnership activity; reviewing and approving global partnership

- proposals, with responsibility delegated to the Chair; reviewing any amber risk factors identified during the due diligence process for any global partnership and making a decision on whether or not to proceed within the framework of the University's Partnership Principles (red risks will be escalated to UEB and consultation undertaken with the Chair of Council to determine if Council approval required);
4. Overseeing international initiatives contributing to development and implementation of the University's Global Advancement agenda, including contributions and support from overseas alumni.
  5. Overseeing work aimed at maintaining and enhancing the University's global reputation and rankings positions.
  6. Reviewing and agreeing the University's strategy for student mobility.
  7. Reviewing and prioritising the portfolio of institutional strategic and complex infrastructural projects relating to global engagement. This might include physical or digital infrastructure projects or complex projects involving multiple departments and directorates.

**Chair:** Vice-President and Deputy Vice Chancellor (Global Engagement)

## Recruitment and Admissions Group

### Purpose

The Recruitment and Admissions Group (RAG) is responsible for development and implementation of the University's student recruitment strategy and oversight of taught student recruitment (home and international), marketing and admissions activity, reporting to the University Executive Board (UEB). The Group will review business cases related to student recruitment and oversee the progress of these investments, reporting on the latter to the Strategic Investment Committee (SIC).

This includes:

- Overseeing (and via the Chair being accountable) for the development and delivery of the University's taught student recruitment strategy (including longer-term strategy).
- Accountability for recruitment activity, ensuring delivery against targets and performance indicators and reporting on these to UEB and Council.
- Reviewing and monitoring the in-year admissions position for taught students (UG and PGT, home and international, including turnaround times, no-shows/decliners, etc.) and making tactical decisions as required to coordinate and support all aspects of the work of EEG and faculties in delivering in-year and five-year targets.
- Liaising with the Doctoral College, which is responsible for PGR reporting, and receiving summary reports from the PGR Recruitment Group, which reports to RIEC; supporting PGR activity with guidance on decisions relating to agents, sponsors, pricing and fee waivers/incentives.
- Maintaining oversight of other areas of recruitment activity including degree apprenticeships, TNE and online provision, through periodic reporting at meetings.
- Discussing and agreeing on admissions tactics and endorsing major changes to admissions requirements (including English language) following recommendations from APG, ensuring that data on and Faculty feedback relating to student success has been given due consideration and that changes are consistent with the published Admissions Policy as well as the Ordinances and Regulations relating to admissions;

- Reviewing the annual and five-year taught student recruitment targets (for the University and its constituent faculties) as overseen by the Senior Vice-President and Provost and Planning Team. RAG will monitor recruitment against targets, consider the operational implications of these targets, and provide feedback to faculties and UEB on achievability of delivering target numbers within available resources,
- Reviewing and providing feedback on early drafts of business and investment cases related to student recruitment activity (including faculty and EEG projects), and scrutinising final business and investment cases; monitoring progress, ensuring return on investment, and providing feedback and reporting to SIC and UEB where required.
- Coordinating reporting to UEB, Council and Senate regarding the admissions position.
- Monitoring UK government and OfS policy with regard to home and international admissions and adapting student number planning and tariff targets as appropriate.
- Receiving and making recommendations on market reports relating to home and international student trends, and on policies adopted by other providers.
- Reviewing and scrutinising entry criteria/typical offers, pricing of unregulated programmes, and scholarships with feedback to faculties as appropriate.
- Recommending and overseeing the institutional approach to confirmation and clearing, which will then be overseen by the Confirmation and Clearing Monitoring Group who will provide an annual review (and recommendations) relating to confirmation and clearing to RAG.
- Reviewing and enhancing activity to optimise state school and Widening Participation recruitment, including engagement with schools, colleges and academies and targeted digital marketing campaigns. Reporting, where necessary, to UEB and Council and interfacing with the Success for All Strategy Group.
- Proactively identifying, managing and mitigating risks associated with taught-course recruitment and admissions.
- Interfacing with the Taught Portfolio Review Board and with Education teams, receiving reports where required and providing guidance on meeting new course recruitment targets.

**Chair:** Vice-President and Deputy Vice-Chancellor (Global Engagement)

## **Research and Impact Executive Committee**

### **Purpose**

The Research and Impact Committee (RIEC) supports and advises the Vice-President and Deputy Vice Chancellor for Research and Impact on matters relating to the management and strategic direction of the University in relation to research and impact, including postgraduate research.

This includes:

1. Developing and delivering research and innovation strategy and policy (including developing a sustainable research model)
2. Providing oversight and leadership of the University's research culture strategy and policies to support researcher communities (this includes ethics and integrity and PGR/ECR strategic plans).
3. Shaping strategy and policy to support research activity and income generation (this captures funder engagement and managing strategic funds, e.g. QR funding).
4. Shaping strategy and policy to ensure effective and ambitious research, and impact operations.

5. Ensuring effective research governance and performance monitoring and management (including planning, research initiatives, e.g. University Institutes and Exeter Research Networks);
6. Prioritise and oversee research-focused institutional strategic and complex infrastructural projects.

**Chair:** Vice-President and Deputy Vice Chancellor (Research and Impact)

## **Strategic Investment Committee**

### **Purpose**

The Strategic Investment Committee (SIC) oversees the alignment of the University institutional strategy and the associated programmes of work with the deployment and management of its resources. SIC is also responsible for scrutinising and managing Strategic Investment and associated programmes of work This includes Major Strategic Initiatives within the approved Capital Plan and Strategy 2030 Delivery Plan.

The Strategic Investment Committee has the following sub-groups to scrutinise operational matters and manage delegated budgets where appropriate:

- I. Capital Management Group (chaired by the Senior Vice-President and Registrar & Secretary) (See further detail below)
- III. Digital and IT Strategic Delivery Group (chaired by the Senior Vice-President and Registrar & Secretary) (See further detail below)
- IV. Enabling Strategy 2030 (co-chaired by Senior Vice-President and Provost and Senior Vice-President and Registrar & Secretary)
- V. Project Tardis Monitoring Group (co-chaired by Senior Vice-President and Provost and Senior Vice-President and Registrar & Secretary)

For more information on the Business Case Assurance, Endorsement and Approval routes see pages 36-39.

**Chair:** Senior Vice-President and Provost

**Deputy Chair:** Senior Vice-President and Registrar & Secretary

## **Wellbeing, Inclusion and Culture Committee**

### **Purpose**

The Wellbeing, Inclusion and Culture Committee (WICC) focuses on our People Strategy and, in doing so, seeks to embed inclusion, wellbeing and cultural competency with high performance throughout the University.

This includes:

1. Developing the strategic direction of the University's culture, inclusion and wellbeing priorities, and its positive relationship to high performance in conjunction with relevant academic, professional services and student committees.
2. Overseeing the implementation of WICC priorities and its resourcing.
3. Facilitating multi-level cross institutional communication and supporting the Faculty, Professional Services and the Student Success for all WICCs to progress their culture change work.
4. Reviewing the portfolio of strategic institutional and complex infrastructural projects, making recommendations in relation to the impact on inclusion, wellbeing and culture.
5. Developing responses to new national policies and regulation relating to inclusion, diversity and wellbeing.

**Chair:** Vice-President and Deputy Vice-Chancellor (People and Culture) and Executive Divisional Director of Human Resources.

**Chair:** Senior Vice-President and Provost

**Deputy Chair:** Senior Vice-President and Registrar & Secretary

## Digital Transformation, Data & AI Strategy Board

### Purpose

Establishment of the Digital Transformation, Data and AI Strategy Board was approved by UEB in February 2026. The newly formed Board will be established during Academic Year 2025-26 (Term 3) to provide strategic oversight and direction for the University's digital transformation, data and AI strategy.

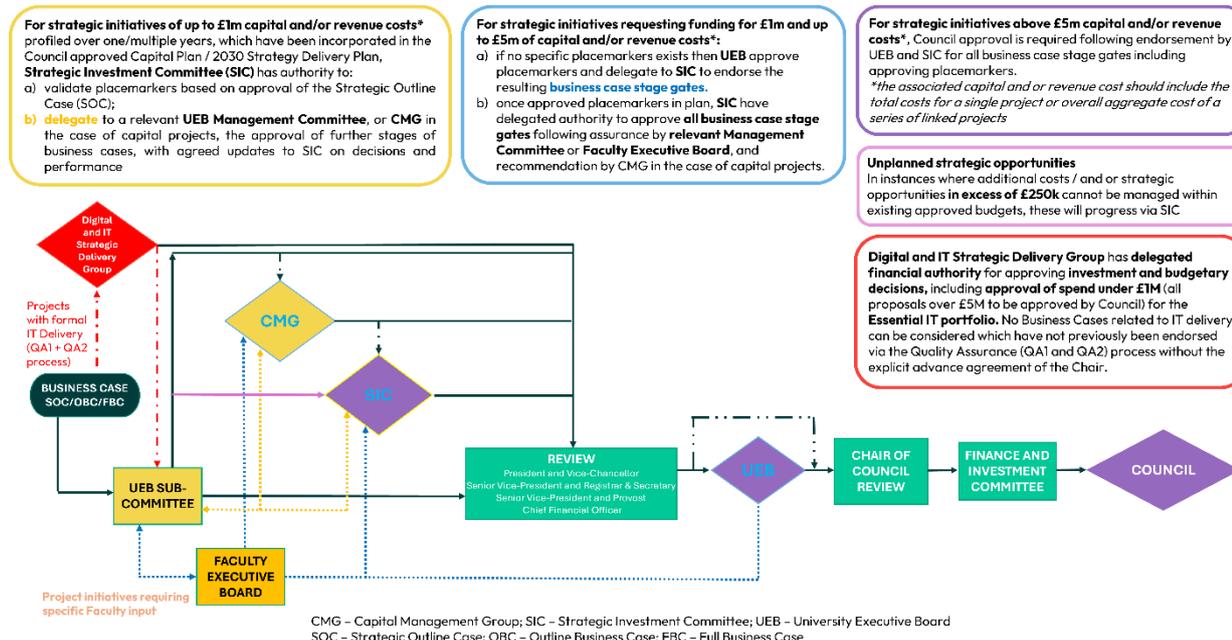
Responsibilities include:

1. Setting institutional priorities for digital transformation, data and AI in line with the University's strategy
2. Aligning data and AI capability to deliver measurable institutional outcomes
3. Tracking benefits realisation, key risks and material blockers to delivery
4. Providing senior sponsorship and escalation where progress is constrained or decisions are required

**Chair:** Senior Vice-President and Provost and Senior Vice-President and Registrar & Secretary

## Business Case - Assurance, Endorsement & Approval Routes

### Business Case (SOC/OBC/FBC) Assurance, Endorsement and Approval routes



**Strategic Investment Committee (SIC)** have been provided with delegated authority from UEB to oversee the alignment of the University institutional strategy and resulting prioritisation of strategic capital planning and allocation of capital resource.

**Capital Management Group (CMG)** has been provided with delegated authority from Strategic Investment Committee (SIC) to oversee the management and operational delivery of the Capital Plan, including: oversight of the Capital Programme and to seek assurance over management of the University estate and development of relevant capital and revenue budgets.

**Digital and IT Strategic Delivery Group** has been provided with delegated authority from Strategic Investment Committee (SIC) to oversee the management and operational delivery of the IT Essentials Portfolio and IT Delivery Portfolio.

**Project Tardis Monitoring Group** is a sub-committee of both CMG and SIC, and is a key delivery vehicle for Curriculum for Change, Enabling 2030 and Learning Environment Refresh Projects. Project Tardis Monitoring Group has delegated authority to re-prioritise the delivery programme provided the total sum of the programme remains within budget.

Further information on the delegated financial responsibilities is detailed below.

### Capital Management Group (CMG)

Capital Management Group (CMG) manages the delivery of the Capital plan and associated portfolio of strategically significant and complex institutional projects, including capital infrastructure projects or other strategic projects involving multiple departments and directorates. It provides SIC with assurance around the management of the estate and work of its sub-groups.

Capital Management Group (CMG) has been provided with delegated authority from Strategic Investment Committee (SIC) to oversee the management and operational delivery of the Capital

Plan, including: oversight of the Capital Programme and to seek assurance over management of the University estate and development of relevant capital and revenue budgets.

CMG has the following sub-groups to scrutinise operational matters:

- I. Capital Strategy Working Group
- II. Research and Teaching Equipment Budget
- III. Long Term Maintenance (LTM) Portfolio Board
- IV. St Luke's Strategy Group
- V. Project Monitoring Groups

### **Project Tardis Monitoring Group**

The Project Tardis Monitoring Group exists to oversee the alignment of strategic space projects that will enable the delivery of Curriculum for Change, Enabling 2030 and Learning Environment Projects. It is accountable for the delivery of projects identified and funded through Project Tardis and the associated deployment and management of the resources. Project Tardis Monitoring Group is responsible for scrutinising and managing the prioritised programmes of work put forward by the Project Tardis Working Group.

Project Tardis Monitoring Group has the following sub-groups to scrutinise and develop proposals for review and approval:

- I. Project Tardis Working Group
- II. Project Tardis Demand Working Group
- III. Project Tardis Supply Working Group

### **Digital and IT Strategic Delivery Group**

The IT Strategy Group exists to provide governance and oversight of the IT function. It does this through overall oversight, governance and accountability of the IT Essentials Portfolio (including the delegated budget), the IT Delivery Portfolio and through ensuring strategic alignment of IT Operations in line with the University's strategies.

This includes:

- Owning the IT Strategy and sub strategies (such as Research IT & Cyber Security)
- Signing-off the funding and resources for Business Cases within the Essential IT Programme
- Agreeing the IT resource allocation committed via Business Cases, following or prior to onward approval by strategic committees and sub-committees.

## **Investment and Budgetary Decisions - Delegated Financial Authority**

Digital and IT Strategic Delivery Group has delegated financial authority for approving Investment and budgetary decisions, including approval of spend under £1M (all proposals over £5M to be approved by Council) for the Essential IT portfolio.

CMG has delegated financial authority to manage Capital cost variances to budget of less than £250k within business cases. CMG will alert SIC of over-spends and underspends above £250k and propose remedial action for consideration and review.

SIC has delegated financial authority for approving Investment and budgetary decisions, including approval of spend under £5M. All proposals over £5M are subject to endorsement by SIC and UEB, prior to approval by Council.

SIC, via formal recommendation the Capital Management Group, has delegated financial authority to approve capital projects up to £5m, provided these are in the Council approved Capital Plan.

SIC recommend capital projects less than £5m to UEB for approval if they are not in the Council approved capital plan.

**For strategic initiatives of up to £1m capital and/or revenue costs\*** profiled over one/multiple years, which have been incorporated in the Council approved Capital Plan / 2030 Strategy Delivery Plan, Strategic Investment Committee (SIC) has authority to:

- a) validate placemarkers based on approval of the Strategic Outline Case (SOC);
- b) delegate to a relevant UEB Management Committee, or Capital Management Group (CMG) in the case of capital projects, the approval of further stages of business cases, with agreed updates to SIC on decisions and performance

**For strategic initiatives requesting funding for £1m and up to £5m of capital and/or revenue costs\*:**

- a) if no specific placemarkers exists then UEB approve placemarkers and delegate to SIC to endorse the resulting business case stage gates.
- b) once approved placemarkers in plan, SIC have delegated authority to approve all business case stage gates following assurance by relevant Management Committee or Faculty Executive Board, and recommendation by Capital Management Group in the case of capital projects.

**For strategic initiatives above £5m capital &/or revenue costs\***, Council approval is required following endorsement by UEB and SIC for all business case stage gates including approving placemarkers.

*\*the associated capital and or revenue cost should include the total costs for a single project or overall aggregate cost of a series of linked projects*

## **Strategic Initiative Change Control Requests and Cost Variances**

SIC has responsibility for reviewing change control requests for any in-year variation that exceeds the delegated funding thresholds for strategic initiatives (as outlined above) in order to confirm

additional estimated funding and the requirement and timeframe for UEB and Council approval as necessary.

SIC will review all in-year cost variances to strategic initiatives above £250k and has delegated authority to reprioritise funding for the Capital Management Group (CMG), Digital and IT Strategic Delivery Group and UEB Management Committees that are within existing and approved budgets.

### **Unplanned Additional Costs and Strategic Opportunities**

Unplanned additional costs and/or strategic opportunities that are less than £250k will be managed within Faculty and PS budget envelopes unless there is potential for a material and detrimental impact to delivery of service.

In instances where there is a potential for a material and detrimental impact to service delivery, or the additional costs are in excess of £250k, these will be escalated to the relevant Pro-Vice-Chancellor and/or Senior Vice-President and Registrar and Secretary in the first instance to determine if these can be accommodated within overall approved budgets.

In instances where additional costs cannot be managed within existing budgets and there is a material and detrimental impact to service, these will progress to SIC.

## Responsible Bodies and Individuals

### The President and Vice-Chancellor

The President and Vice-Chancellor (hereafter referred to as ‘the Vice-Chancellor’) receives their authority from and is directly accountable to the Chair of the Council.

As ‘Accountable Officer’ under the terms of the Office for Students (OfS) Regulatory Framework, the Vice-Chancellor is appointed by the Council for the management of all aspects of University business within:

- (a) The framework set out by the Charter, Statutes and Ordinances,
- (b) The OfS Regulatory Framework
- (c) The wider statutory environment within which Exeter is required to comply, along with the University’s internal control environment, which includes risk management and adherence to the University’s financial regulations.

The President and Vice-Chancellor delegates responsibility for specific aspects of the University’s management to the Senior Vice-President and Provost, the Senior Vice-President and Registrar & Secretary, and to the Vice-Presidents and Deputy Vice-Chancellors. The Provost delegates authority for management of the University’s Faculties to Pro-Vice-Chancellors and Executive Deans. The Vice-Chancellor delegates the management and strategy for the University’s Cornwall campuses to the Deputy Vice-Chancellor Cornwall. The Registrar and Secretary delegates authority for the management of the University’s Professional Services to Directors of Service.

### Senior Vice-President and Provost

The Senior Vice-President and Provost has delegated power from the President and Vice-Chancellor to act as the senior officer responsible for the University’s academic affairs and is deputy to the Vice-Chancellor.

The Senior Vice-President and Provost is responsible for leading the delivery of the University Strategy, providing leadership, direction and strategic evaluation of academic matters.

The Senior Vice-President and Provost:

- Provides strategic leadership and management of University’s three Faculties, through the three Pro Vice-Chancellors and Executive Deans.
- Has oversight of the University’s Climate Emergency activity alongside the Registrar and Secretary.
- With the Deputy Vice-Chancellors, is responsible for the regional education and skills strategy development.

The Senior Vice-President and Provost is accountable directly to the President and Vice-Chancellor.

### Senior Vice-President and Registrar & Secretary

The Senior Vice-President and Registrar & Secretary has responsibility delegated by the Vice-Chancellor for the effective and efficient operation of the University’s Professional Services teams

(including overall budgetary authority) and governance arrangements, including acting as Secretary to the University Council and the Senate.

The Senior Vice-President and Registrar & Secretary is accountable directly to the Vice-Chancellor.

### **Vice-President and Deputy Vice-Chancellors**

The Vice-Presidents and Deputy Vice-Chancellors have delegated powers from the Vice-Chancellor for oversight and delivery of the elements of the institutional strategy as follows:

- Business Engagement and Innovation
- Cornwall
- Education and Student Experience
- Global Engagement
- People and Culture
- Research and Impact

The Deputy Vice-Chancellors are accountable directly to the Vice-Chancellor.

### **Faculty Pro-Vice-Chancellors (PVCs) and Executive Deans**

The PVCs have responsibility delegated from the Senior Vice-President and Provost for the leadership and management of the academic and business activities and staff of their particular Faculty within the parameters of the budgetary review and planning process, the capital implementation process and the powers of the Senate with regard to the award of degrees and other qualifications. The PVCs are responsible for supporting the delivery of the institutional strategy led by the Senior Vice-President and Provost and DVCs through Faculty strategies.

The Pro-Vice-Chancellors are accountable directly to the Senior Vice-President and Provost.

### **Directors of Professional Services**

The Senior Vice-President and Registrar & Secretary delegates responsibility for oversight of the key professional service areas to a team of Executive/Divisional Directors. The Executive/Divisional Directors are professionally accountable to the Registrar & Secretary. In addition, the following Executive/Divisional Directors also have strategic accountabilities to the Senior Vice-President and Provost and Vice-President and Deputy Vice-Chancellors as follows:

#### *Strategic Reports*

- The Divisional Director of Education and Academic Services to the Vice-President and Deputy Vice-Chancellor (Education and Student Experience)
- The Divisional Director Exeter Innovation to the Deputy Vice-Chancellor (Business Engagement and Innovation)
- The Divisional Director of Research to the Vice-President and Deputy Vice-Chancellor (Research and Impact)
- The Executive Divisional Director of External Engagement and Global (on the issues of student recruitment and global engagement) to the Vice-President and Deputy Vice-Chancellor (Global Engagement)

- The Executive Divisional Director of Human Resources, Culture and Assurance to the Vice-President and Deputy Vice-Chancellor (People & Culture)

### **Dean for Taught Students and the Chair of the Education Board**

The Dean has responsibility for leading and representing the business of the Education Board and is responsible for all taught student matters, including student satisfaction, progression and discipline. The Dean also has a major role to play in oversight and operational management of the University's academic standards, quality assurance and enhancement arrangements for its taught programmes, on behalf of the Vice-President and Deputy Vice-Chancellor (Education and Student Experience). The Dean has delegated authority from the Deputy Vice-Chancellor (Education and Student Experience) to approve taught programmes and modules.

The Dean for Taught Students is accountable to the Vice-President and Deputy Vice-Chancellor (Education and Student Experience) and to Senate.

### **Dean for Postgraduate Research and the Doctoral College**

The Dean has responsibility for leading and representing the business of the Postgraduate Research Board and is responsible for all postgraduate research matters, including student satisfaction, progression and discipline. The Dean also has a major role to play in the oversight and operational management of the University's academic standards, quality assurance and enhancement arrangements for its postgraduate research programmes, on behalf of the Vice-President and Deputy Vice-Chancellor (Research and Impact). The Dean has delegated authority from Senate to approve research programmes.

The Dean is accountable to the Vice-President and Deputy Vice-Chancellor (Research and Impact) and to Senate.

### **Dean of Online and Postgraduate Education**

The Dean for Online and Postgraduate Education reports to the Vice-President and Deputy Vice-Chancellor (Education and Student Experience). They are responsible for the academic leadership and management of the University's online, blended and on campus postgraduate education portfolio, working collaboratively and in partnership with senior academics in our Faculties, senior Professional Services colleagues, external partners and colleagues across the University.

They also have responsibility for driving forward the expansion of the University's online, blended and on campus postgraduate education portfolio and coordinating Faculty efforts to develop new online, on-campus and blended postgraduate programmes.

### **Dean for Professional Education**

The Dean for Professional Education reports to the Vice-President and Deputy Vice-Chancellor (Education and Student Experience), with a dotted line to the Deputy Vice-Chancellor (Business Engagement and Innovation). They are responsible for the academic leadership and management of the University's professional education portfolio, comprising degree programmes and short courses (whether credit-bearing or not) delivered for and in partnership with industry (including Degree Apprenticeships, Executive Education and CPD).

## Associate Pro-Vice-Chancellors for Education and Student Experience, Research and Impact, Global Engagement and Business Engagement and Innovation

The Associate PVCS are accountable to the Pro-Vice-Chancellors for oversight of their specific areas of responsibility within each Faculty. They also have a strategic management line into the relevant Vice-President and Deputy Vice-Chancellor.

### Other Delegations

For financial decisions, Council is responsible for approval of the schedule of delegations of authority to enter into contracts below.

For matters related to academic standards, awards and students, a series of delegations are made by the Senate as set out in the Delegation of Senate Authorities.

Except as otherwise provided, individuals and bodies in whom authority is vested by the delegation framework may sub-delegate to others provided that such sub-delegation is consistent with the financial and other regulations. While authority and responsibility can be delegated where appropriate, accountability remains with the individual or body making the delegation.

Where sub-delegation occurs and there is further delegation, it should take place on the basis of a cascade i.e. the person with authority delegates it to the next person who may then delegate to another and so on. Sub-delegation should not bypass management tiers in the interests of clarity of responsibility and ensuring that individuals remain accountable even when others further along the chain are performing the task. Wherever feasible, sub-delegations should be recorded.

### Strategy

Activity	Responsible Body or Individual
Approval of the Institutional Strategy	Council via UEB (Following scrutiny by Senate for Education and Research Strategies)
Approval of Faculty strategies	UEB (Following scrutiny by Senate)
Approval of other strategies (e.g. Education, Research, Business Engagement)	Council via UEB
Approval of the Capital Strategy including <ul style="list-style-type: none"> <li>- Estates Strategy</li> <li>- IT and Digital Strategy</li> </ul>	Council via UEB (Following scrutiny by Finance and Investment Committee)
Approval of the Access and Participation Strategy	Council via UEB (Following scrutiny by Senate and Academic Governance, Education and Student Experience Committee)
Approval of the Environmental Sustainability Strategy	Council via UEB
Reporting to Council on the approval of strategies and progress towards achieving them.	President and Vice-Chancellor

## Accountability to the Office for Students

Activity	Responsible Body or Individual
The proper use of public funds received through the Office for Students	Council
Designated accountable officer for the Office for Students	The President and Vice-Chancellor
Compliance with charity law and other legal requirements	Council
Compliance with the integrated public sector equality duty	Council
Ensuring that there is an adequate system for the management of risk	Council via Audit and Risk Committee
Compliance with the Office for Students Regulatory Framework Conditions of Registration	Council via UEB, Senate and scrutiny by relevant Council Committees:  Academic Governance, Education and Student Experience Committee (in relation to Conditions of Registration A, B and C)  Governance and Nominations Committee (in relation to Conditions of Registration E: Good Governance)
The quality of data returned in HESA and HESES returns	The President and Vice-Chancellor
Ensuring effective arrangements for the management and quality assurance of data returns	Council via Audit and Risk Committee
Ensuring an effective framework to manage the quality of learning and teaching and to maintain academic standards	Council via Senate and the President and Vice-Chancellor
Approval and monitoring of the Access and Participation Plan	Council via UEB

## Budgets and the allocation of resources

Activity	Responsible Body or Individual
Financial Regulations	Finance and Investment Committee reviews, Council approves
Scheme of Delegation of Financial Authority	Finance and Investment Committee reviews, Council approves
Approval of the annual budget	UEB and Finance and Investment Committee endorses, Council approves
Ensuring the adequacy of Exeter's insurance arrangements as risk mitigation	Council via Audit and Risk Committee
Ensuring the quality of insurance arrangements	Council via Audit and Risk Committee

## Forward Commitments

Activity	Responsible Body or Individual
Agreements that lock Exeter into significant contractual commitments of over 5 years and/or over a value of £5M, other than contracts of employment	Council

## Governance and Organisation

Activity	Responsible Body or Individual
Amendments to the Charter and Statutes	The Privy Council on the recommendation of Council and endorsement by Governance and Nominations Committee
Approval of Ordinances and amendments	Council recommended by Senate
Approval of significant Exeter policies and HR codes of practice (i.e. those that have a material impact on the working conditions of staff or materially affect reputation)	UEB
	UEB
Appointment of Officers of Council and the Secretary to Council	Council
Appointment of independent members of Council	Council on the recommendation of Governance and Nominations Committee
Appointment of Auditors	Council on the recommendation of Audit and Risk Committee
Conferment and revocation of Honorary Degrees and Fellowships	Council on the recommendation of Senate
Appointment of the President and Vice-Chancellor	Council following the recommendation of a Report from a Joint Committee of Council and Senate

Establishment/disestablishment of academic departments and faculties	Council following engagement with Senate
Appointment of the Provost, Deputy Vice-Chancellors and Pro-Vice-Chancellors	Council on the recommendation of Senate (via representation on appointment panels)
Appointment of Faculty Associate Pro-Vice-chancellors	Faculty Pro-Vice-Chancellors on the recommendation of appointment panels
Major capital projects	See more detailed information on capital projects in the section entitled 'Business Case – Assurance, Endorsement and approval routes', pages 36-39)
Under £5M	UEB if not in the capital plan; SIC if in the capital plan.
Over £5M	Council on the endorsement of UEB (following recommendation of SIC)
Review and update of rolling 5 year capital programme	Council on recommendation of UEB (following recommendation of SIC)

## Academic Governance and Management

Activity	Responsible Body or Individual
Academic Regulations and regulations for the conduct of students	Senate
Policies and procedures for the approval of programmes and Modules	Senate/ Education Board and/or Postgraduate Research Board for
Approval of taught programmes and modules	Dean for Taught Students as Chair of the Education Board under authority from Senate
Approval of research programmes and modules	Dean of Postgraduate Research as Chair of the Postgraduate Research Board under authority from Senate
Operational documents for the approval of programmes and modules (description of process, forms etc)	Education Board and/or Postgraduate Research Board
Conferment of academic awards for Taught programmes	Dean for Taught Students as Chair of the Education Board under authority from Senate

Conferment of research degrees	Dean of Postgraduate Research as Chair of the Postgraduate Research Board under authority from Senate
	-
Approval of collaborative provision	Education Board and/or Postgraduate Research Board

## Staff

Activity	Responsible Body or Individual
Setting the framework for determining the pay and conditions of staff including terms and conditions of employment	Council delegated to UEB other than those staff covered by Council's delegation to Remuneration Committee.
Process for the approval to recruit to a vacancy	Provost (for posts outside SIC process). All other Faculty posts, Pro- Vice-Chancellors. Approval for Professional Services posts rests finally with the Registrar and Secretary.
Decision to initiate recruitment to posts	Provost (for posts outside SIC process). All other Faculty posts, Pro- Vice-Chancellors. Approval for Professional Services posts rests finally with the Senior Vice-President and Registrar & Secretary.
Appointment of staff to vacancies	Appointing panel constituted in accordance with the relevant HR regulations
Appointment of ad-hoc / casual staff	Pro-Vice-Chancellor for Academic Appointments / Divisional Director of Human Resources for non-academic appointments or their nominee
Promotion of academic staff	UEB via the UEB Academic Promotions Sub-Group (in accordance with Ordinance 18.3)

## Students

Activity	Responsible Body or Individual
Admissions Policy	Admissions Policy Group

Admissions Criteria	Admissions Policy Group on authority from the Senate (reporting to the Education Board and Postgraduate Research Board, Recruitment and Admissions Group, and <a href="#">Education and Student Experience Executive Committee</a> )
Selection of students	Pro-Vice-Chancellors under the direction of the Vice-President and Deputy Vice-Chancellor (Education & Student Experience) and Vice-President and Deputy Vice-Chancellor (Global Engagement)
Award of prizes	Faculties
Approval of new prizes, changes to conditions and nominations for award	Education Board and/or Postgraduate Research Board
Award of research degree scholarships and studentships	The Dean of Postgraduate Research and of the Doctoral College
Formal liaison with the Guild of Students and Falmouth and Exeter Students' Union ('the 'SU')	Vice-President and Deputy Vice-Chancellor (Education and Student Experience)
Student recruitment	Vice-President and Deputy Vice-Chancellor (Global Engagement)

### President and Vice-Chancellor's Delegations

Activity	Responsible Body or Individual
Delegated to	Delegated to
Leadership of alumni relations and fundraising	Senior Vice-President and Registrar & Secretary
The executive management of Faculties	Senior Vice-President and Provost
Leadership of the Cornwall Strategy	Vice-President and Deputy Vice-Chancellor (Cornwall)
Leadership of student experience, teaching and learning and teaching matters, academic standards and quality assurance and delivery of the Education Strategy	Vice-President and Deputy Vice-Chancellor (Education and Student Experience)

Leadership of research, research degree, including academic standards and quality assurance for Research degrees, the Doctoral College, the development and delivery of the Research and Impact Strategy	Vice-President and Deputy Vice-Chancellor (Research and Impact)
Leadership of innovation and business engagement matters	Deputy Vice-Chancellor (Business Engagement and Impact)
Leadership of student recruitment and global activities, including global partnerships and delivery of the Global Strategy	Vice-President and Deputy Vice-Chancellor (Global Engagement)
Wellbeing, Inclusion and Culture	Vice-President and Deputy Vice-Chancellor (People and Culture) and Executive Divisional Director of Human Resources, Culture and Assurance
Leadership of Professional Services	Senior Vice-President and Registrar & Secretary
Strategic oversight of the estate, including the development and delivery of the Estates Strategy	Senior Vice-President and Registrar & Secretary
Responsibility for Finance Services	Senior Vice-President and Registrar & Secretary, Chief Financial Officer and Executive Divisional Director of Finance, Infrastructure and Commercial Services
Strategic oversight of information technology services, including the development and delivery of the IT strategy.	Senior Vice-President and Registrar & Secretary
Strategic oversight of human resources, including the development and delivery of the HR strategy.	Senior Vice-President and Registrar & Secretary
Strategic oversight of health, safety and wellbeing issues.	Senior Vice-President and Registrar & Secretary
Strategic oversight of risk management.	Senior Vice-President and Registrar & Secretary
Strategic oversight of promotion of Equality, Diversity and Inclusion	Vice-President and Deputy Vice-Chancellor (People and Culture) and Executive Divisional Director of Human Resources, Culture and Assurance
Strategic oversight and delivery of the digital strategy	Senior Vice-President and Provost, Senior Vice-President and Registrar & Secretary
Regional Strategy development	Deputy Vice-Chancellor (Business Engagement and Innovation)
Responsibility for the delivery of the Institutional Strategic Plan and University's Annual Planning Process	Senior Vice-President and Provost

**Senior Vice-President and Provost's Delegations**

Activity	Responsible Body or Individual
Area of responsibility	Delegated to
The executive management of Faculties	Faculty Pro-Vice-Chancellors and Executive Deans
Appointment to other roles in a Faculty	Pro-Vice-Chancellors and Executive Deans

**Senior Vice-President and Registrar & Secretary's Delegations**

Activity	Responsible Body or Individual
Area of responsibility	Delegated to
Oversight and responsibility for Faculty Operations (including all Directors of Faculty Operations and Director of Cornwall Operations), Education and Student Support	Divisional Director of Education and Academic Services
Responsibility for IT services	Divisional Director of Information Technology
Responsibility for Digital	Divisional Director of Digital Transformation
Responsibility for the Business Intelligence team	Director of Digital Transformation
Responsibility for Human Resources including Organisational Development	Executive Divisional Director of Human Resources, Culture and Assurance
Responsibility for Strategic Procurement	Divisional Director of PS Connect
	Senior Vice-President and Registrar & Secretary and
Responsibility for Global Advancement including philanthropic activities	Executive Divisional Director of External Engagement and Global
Responsibility for Marketing, Recruitment, Communications and Global	Executive Divisional Director of External Engagement and Global
Responsibility for Research Services and Doctoral College	Divisional Director of Research
Responsibility for Business Engagement and Innovation	Divisional Director of Exeter Innovation
Leadership of Vice-Chancellor's office	Head of the Vice-Chancellor's Office

## Schedule of Delegations of Authority to Enter into Contracts

### 1. General Principles

The President and Vice-Chancellor, Senior Vice-President and Provost and the Senior Vice-President and Registrar & Secretary can sign any document, subject to approval of the relevant project (with relevant specialist advice where appropriate), partnership or other arrangement being given by the relevant empowered body which is responsible for scrutinizing proposals in full (Council, UEB, SIC or CMG).

In the absence of the President and Vice-Chancellor and Senior Vice-President and Provost for any reason (and subject to approvals as defined above), any of the Vice-President and Deputy Vice-Chancellors (DVCs) can sign any document.

In the absence of the Senior Vice-President and Registrar & Secretary for any reason, the Chief Financial Officer can (subject to the approvals defined above) sign any document.

Any contract (not specified under a theme below) with a value greater than £1m must be signed by any of: President and Vice-Chancellor, Senior Vice-President and Provost, Vice-President and DVCs, Senior Vice-President and Registrar and Secretary or Chief Financial Officer.

Ordinary contracts for the purchase of goods and services such as catering, stationery and other consumables in budget centres must be made in accordance with Section E of the University's Financial Regulations.

In the case of any conflict between this schedule and the Financial Regulations, the Financial Regulations will take precedence.

Contract values specified in this schedule relate to the value of the contract over its specified term, exclusive of VAT (where applicable).

**For the purposes of this delegation framework, Memorandums of Understanding also count as contracts.**

### 2. Documents by theme

This is not an exhaustive list but covers the most common documents which might be signed over the course of a year.

#### Research

- Research Contracts <£5m – Divisional Director of Research or Divisional Director of Exeter Innovation.<sup>1</sup>
- Research Council contracts and associated grants (including any funding bodies that are returned to HESA under the same heading as the Research Council); EU Government grants, National Institute for Health Research, Wellcome Trust, Wolfson Foundation and

---

<sup>1</sup> Nominees are defined within the authority lists for Research and Impact and Exeter Innovation. The authority list also provides details for the University's commercial projects relating to licenses, assignments, shareholder agreements, declarations of inventorship and spinout formation.

Leverhulme Trust grants >£5m - Any of President and Vice-Chancellor, Senior Vice-President and Provost, Vice-President and DVCs, Senior Vice-President and Registrar & Secretary, Chief Financial Officer on the recommendation of the Divisional Director of Research or the Divisional Director of Exeter Innovation.

- All other Research Contracts >£5m – Any of President and VC, Senior Vice-President and Provost, Vice-President and DVCs, Senior Vice-President and Registrar & Secretary, Chief Financial Officer on the recommendation of the Divisional Director of Research or the Divisional Director of Exeter Innovation and the approval of Council.
- Consultancy Contracts <£500k Divisional Director of Exeter Innovation or his/her nominees
- Consultancy Contracts >£500k DVC BE&I on the recommendation of the Divisional Director of Exeter Innovation.
- IP contracts <£1m – Divisional Director of Exeter Innovation or his/her nominees.
- IP Contracts >£1m – Any of President and VC, Vice-President and DVC, Senior Vice-President and Registrar & Secretary, Chief Financial Officer on the recommendation of the Divisional Director of Exeter Innovation and the approval of Council.
- Material Transfer Agreements – Divisional Director of Exeter Innovation or his/her nominees or the Head of Legal Services.
- Non-disclosure/Confidentiality Agreements – Divisional Director of Research or Director of Exeter Innovation or Head of Legal Services or his/her nominees.<sup>2</sup>

### ***Clinical Research Agreements***

Clinical research conducted in NHS, social care, and private healthcare settings, undertaken by University of Exeter staff and students requires a formal sponsor (i.e. the organisation with overall responsibility for the initiation, management, and financing (or arranging the financing) of a clinical research project). All clinical research studies require a formal agreement between the University and the organisation agreeing to support or conduct the study.

There are three sets of documents (accessible here) that the University may choose to use as an agreement, depending on the context of the research, and the activity the healthcare provider will be undertaking as detailed below:

<b>Level 1: Non-Interventional Research</b>
<b>Required Clinical Research Agreement:</b> Organisation Information Documents (OID), unmodified non-commercial agreements and unmodified Participant Identification Centres (PIC) agreements.

---

<sup>2</sup> Nominees are defined within the authority lists for Research and Innovation and Exeter Innovation. The authority list also provides details for the University’s commercial projects relating to licenses, assignments, shareholder agreements, declarations of inventorship and spinout formation.

**Guidance Note:** OIDs may be utilised as an agreement with non-interventional research (where the healthcare provider is a full research site and they will screen, consent and recruit participants).

**Authorised Signatories:** Senior Clinical Research Governance Manager (Sponsor Representative) and Head of Research Governance, Ethics and Compliance

### Level 2: Interventional Research

**Required Clinical Research Agreement:** Modified non-commercial agreements and modified Participant Identification Centres (PIC) agreements.

**Guidance Note:** Where the healthcare provider is a full research site, the OID may not be used as the agreement, instead the Model Non-Commercial Agreement should be utilised. However, it is important to note that the OID still needs to be used and signed as part of the study documentation. Where an organisation is simply identifying participants and then signposting them to the University research team, the Model Non-Commercial Participant Identification Centre Agreement may be used.

**Authorised Signatories:** General Counsel

### Level 3: Modified agreements requiring a higher-level of signatory

**Required Clinical Research Agreement:** Modified non-commercial agreements and modified PIC agreements.

**Guidance Note:** Any modified agreements which the General Counsel determines requires further review or a higher level of signatory will be referred to the Vice-President and Deputy Vice-Chancellor (Research and Impact) for final sign-off and approval.

**Authorised Signatories:** General Counsel and Vice-President and Deputy Vice-Chancellor (Research and Impact)

**Monitoring and Reporting:** The Clinical Research Sponsorship Oversight Group will receive assurance reports at each scheduled meeting outlining: the number of agreements signed, the type of agreement, and the signatory process executed in authorising these. The Sponsorship Oversight Group will also report into the Research and Impact Executive Committee.

### *Property*

With the exception of deeds where the Seal procedure applies (Section G5 of the Financial Regulations), any of the following persons may sign a document or contract relating to property, land or estates on behalf of the University:

- President and VC, Senior Vice President and Provost, Vice-President and DVC, Senior Vice-President and Registrar & Secretary, Chief Financial Officer.

In addition to the signatories listed above, the persons specified below may sign contracts / documents of the types listed below on behalf of the University.

***Specific property documents and contracts***

- Deeds (including leases and contracts related to the sale and purchase of land or property of any value) – Seal procedure (Section G5 of the Financial Regulations)
- Contracts relating to property or estate services (unless of a type specifically referred to elsewhere in this section):
  - <£1m – Director of Estates Services
- Contracts relating to property or estate services (unless of a type specifically referred to elsewhere in this section):
  - >£1m– any of President and VC, Senior Vice-President and Provost, Vice-President and DVC, Senior Vice-President and Registrar & Secretary, Chief Financial Officer on the recommendation of the Director of Campus Services [or the Director of Estates?].
- Nominations agreements to secure use of third party owned student accommodation:
  - Director of Commercial, Residential and Campus Services, Deputy Director of Commercial, Residential and Campus Services, Director of Estates following approval by the Registrar & Secretary and Chief Financial Officer
- Licence agreements or Data Sharing Agreements relating to land, property, facilities or equipment:
  - Director of Commercial, Residential and Campus Services, Director of Estates, Director Catering, Retail Services & Commercial Development
- Statements or written approvals or consents given on behalf of the University:
  - Director of Commercial, Residential and Campus Services, Director of Estates, Director Catering, Retail Services & Commercial Development
- Construction contracts <£1m – Director of Estates Services or his/her nominees.
- Construction contracts >£1m and <£5M – any of President and VC, Senior Vice-President and Provost, Vice-President and DVC, Senior Vice-President and Registrar & Secretary, Chief Financial Officer on the recommendation of the Director of Estate Services.
- Construction contracts Over £5M requires the approval of Council.

***Employment***

- Employment contracts –Executive Divisional Director of HR Services or his/her nominees.
- Settlement and conciliation agreements –Executive Divisional Director of HR Services.
- Decision to appeal awards made as a result of an Employment Tribunal ruling – Senior Vice-President and Registrar & Secretary.

### ***Education***

- Teaching contracts <£1m – Pro-Vice-Chancellor or his/her nominees.
- Teaching contracts >£1m and <£5m – any of President and VC, Senior Vice-President and Provost, Vice-President and DVC, Senior Vice-President and Registrar & Secretary, Chief Financial Officer on the recommendation of the PVC (NB: The Vice-Chancellor and Chief Executive is the accountable officer with regard to the Office for Students). Contracts >£5M need the approval of Council.
- Degree apprenticeship contracts <£1m – relevant faculty DFO
- Degree apprenticeship contracts >£1m – Senior Vice-President and Registrar & Secretary
- Executive Education contracts <£1m – relevant faculty DFO
- Executive Education contracts >£1m – Senior Vice-President and Registrar & Secretary
- Validation arrangements with other UK education institutions – Vice-President and Deputy Vice-Chancellor (Education and Student Experience) or any Vice-President and Deputy Vice-Chancellor.

### ***International***

- Agreements with international agencies and institutions, including Memoranda of Agreement and Memoranda of Understanding <£1m – Director of Global Exeter or their nominees.
- Agreements with international agencies and institutions, including Memoranda of Agreement and Memoranda of Understanding >£5m – any of President and VC, Senior Vice-President and Provost, Vice-President and DVC, Senior Vice-President and Registrar & Secretary, Chief Financial Officer.

### ***Tenders***

- <£1m –PVC, Director of Service, or their nominees.
- >£1m <£5M – any of President and VC, Senior Vice-President and Provost, Vice-President and DVC, Senior Vice-President and Registrar & Secretary, Chief Financial Officer;
- >£5M requires the approval of Council

### ***Software licenses***

- <£1m–Divisional Director of IT or his/her nominees (non- Professional Services contracts)
- <£5m– Registrar his/her nominees (Professional Services contracts)
- >£5m –any of President and VC, Senior Vice-President and Provost, Vice-President and DVC, Senior Vice-President and Registrar and Secretary, Chief Financial Officer on the recommendation of the Divisional Director of IT and on the approval of Council.

### ***Donations***

- Deeds of Gift <£1m – Director of Global Advancement or his/her nominee.
- Deeds of Gift >£1m – Any of President and VC, Senior Vice-President and Provost, Vice-President and DVC, Senior Vice-President and Registrar and Secretary, Chief Financial Officer on the recommendation of the Director of Global Advancement.
- Gifts of art <£1m – Director of Global Advancement or his/her nominees.
- Gifts of art >£1m – any of President and VC, Senior Vice-President and Provost, Vice-President and DVC, Senior Vice-President and Registrar & Secretary, Chief Financial Officer on the recommendation of the Director of Global Advancement

## Partnership Principles

### 1. Introduction

The University collaborates with a wide range of partners both across our region and across the world. These partnerships are vital to delivering our Strategy 2030. They enhance our education, research, training, data, knowledge exchange and student experience, while bringing the benefits of our expertise to industry and society.

Our Partnership Principles have been developed to guide our decisions on the agreement of any new partnerships that we enter into.

This will ensure that our partnerships align with our core values and the goals of Strategy 2030, ensuring they reflect our commitment to use the power of our education and research to create a sustainable, healthy and socially just future.

### 2. Partnerships covered by the Principles

Partnerships covered by the Principles are defined as:

‘a relationship with a third party, involving a formal contractual arrangement which could include the provision of funding or a Memorandum of Understanding (MoU)’.

These could be, for example:

- Partnerships with research funders or research project partners
- Partnerships with donors, including corporate philanthropy
- Partnerships with an industry or commercial funder
- Partners with global higher education institutions

### 3. Responsibility for assessing Partnerships

Potential partnerships should be raised with the appropriate Professional Services team. These teams will undertake due diligence on any proposed partnership, assess the risk, and seek approval at the appropriate level.

#### **Type of Partnership**

**Research funders or research project partners**

**Donors, including corporate philanthropy**

**Industry (broadly defined) or commercial funder**

**Global higher education institutions**

#### **Responsibility for Due Diligence**

Led by Research Division, following approval routes in section 6 as required.

Global Advancement, with approval by the Global Engagement Committee (GEC) if required.

Exeter Innovation, with approval by the Business Engagement and Innovation Committee (BEIC) if required.

Global Exeter Teams, with approval by the Global Engagement Committee (GEC) if required.

#### 4. Responsibility for assessing Partnerships

The University will use a Risk Matrix Framework to assess due diligence risk when considering any proposed partnership. This will use a red, amber, yellow, green (RAYG) scale.

The Due Diligence process assesses a range of legal, regulatory, operational, financial and reputational risks when considering the suitability of a potential partnership.

These risks are considered within the context of the proposed activity. They include:

- Legal, governance and ownership structures
- Expertise, credibility and ability to deliver
- Legal and regulatory issues
- Track record and reputation
- Financial health and viability
- Exposure to sanctioned entities, individuals or countries
- Alignment with Exeter’s policies on ethics, EDI (equality, diversity and inclusion), sustainability and other overarching themes from Strategy 2030
- Safety concerns for Exeter personnel
- Impact of legal, political or societal contexts with international partners
- Export, data management and security risk

#### 5. Risk Matrix Framework

### Risk Matrix Framework



## 6. Approval Routes

### Approval Routes

